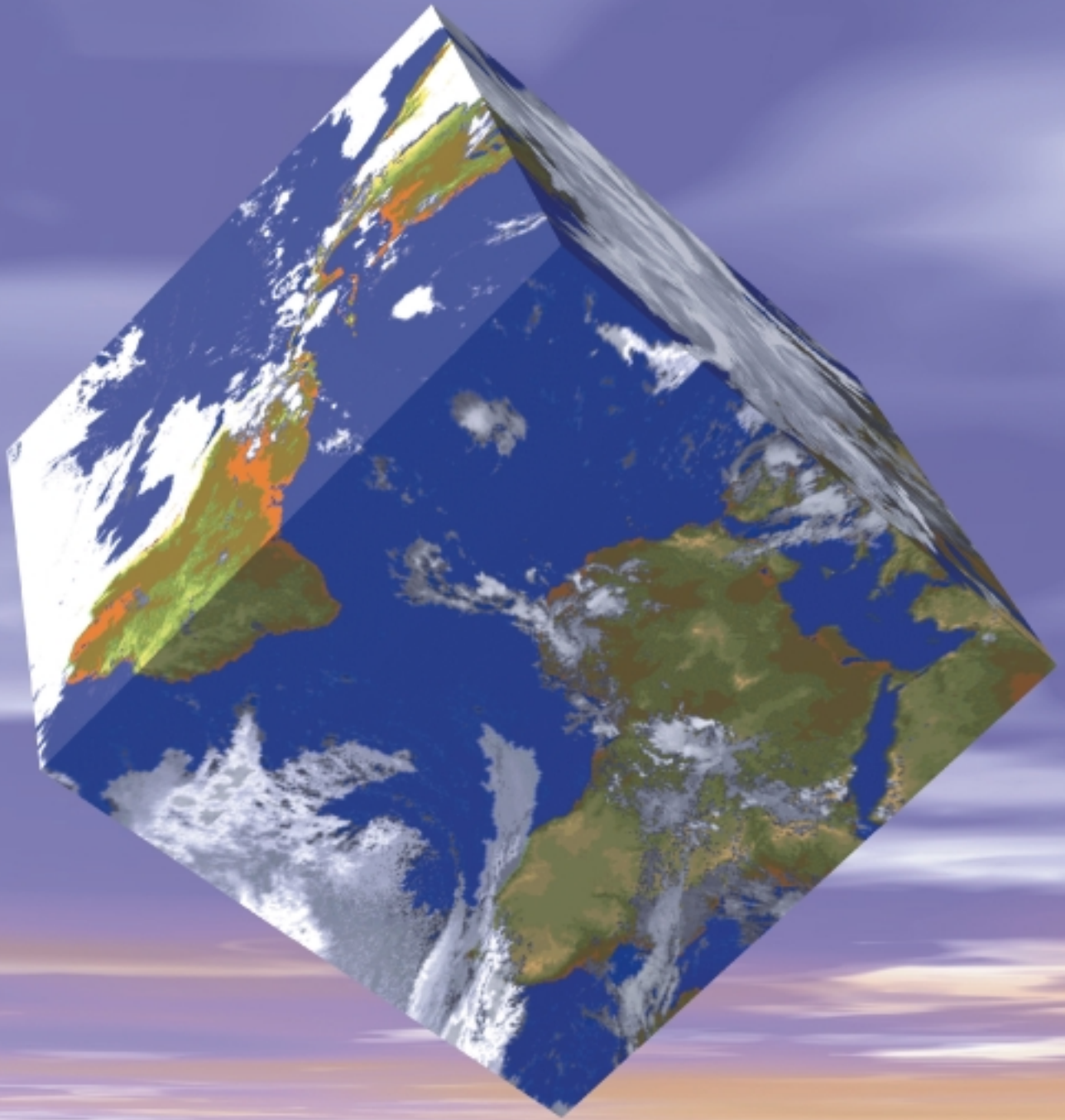


logistics officer² Handbook²



Air Force Logistics Management Agency

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The Philosophy of the Logistician

The introduction to the Advanced Logistics Officers Course provides a good summation of the new philosophy of logistics.

As USAF and joint logistics leaders, it is paramount to understand the multi-faceted environment within logistics. When there is a better way to accomplish the mission, a better utilization of logisticians, and an enhancement of our national security for the most efficient *bang for the buck*, who better to implement that than our own profession? The old paradigm *I can do it alone* has long since past. Our dynamic world with rapidly changing scenarios and instant communications demands an integrated logistics approach. Logistics *Generalist* does not mean the functions of maintenance, transportation, supply, contracting and logistics plans are being shelved. It implies that a broad-based logistician needs to evolve with knowledge in several functional areas.




















Air Force logistics doctrine states: “The sole purpose of logistics is to create and sustain military capabilities wherever and whenever needed.” Logistics provides the foundation of combat power. It may be described as the bridge connecting a nation’s economy to a nation’s warfighting forces. Logistics includes:

- Design, development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel
- Movement, evacuation and hospitalization of personnel
- Acquisition or construction, maintenance, operation and disposition of facilities; and acquisition or furnishing of services.

The art of logistics is the how to for integrating the strategic and tactical sustainment efforts within any theater. This mammoth multi-tasking management entails scheduling, mobilization, and deployment of the unit’s personnel and supplies in support of the employment concept of a theater commander.

Understanding the different aspects of logistics contracting, logistics plans, maintenance, supply, and transportation are keys to mission success. Historically, a nation’s capability to deliver logistics resources has been a major limiting factor in military operations. This is especially true in joint operations when demand for military resources becomes time critical. Logisticians understand other functional areas and can understand why integration of key processes is important, we will be one step closer to improving effectiveness and efficiency within our profession.

Table of Contents

	Introduction	1
	Career Options	2
	Aircraft Maintenance	2
	Contracting	8
	Logistics Plans	12
	Munitions and Missile Maintenance	17
	Supply	23
	Transportation	31
	Logistician	36
	Other Opportunities	37
	Joint/Unified	37
	Logistics Career Broadening Program	37
	Combat Logistics Support Squadron	38
	Air Force Reserve Officer Training Corps (AFROTC) Instructor	38
	US Air Force Academy Air Officer Commanding	39
	US Air Force Academy Academic Instructor	39
	AETC Instructor Positions	39
	Exchange Officer Program	40
	Air Force Fellowship Program	41
	Inspector General (IG) Team Member	41
	Education and Training	42
	Aircraft Maintenance	42
	Contracting	45
	Logistics Plans	49
	Munitions and Missile Maintenance	50
	Supply	52
	Transportation	53
	Logistician	55
	Professional Continuing Education	56
	Professional Military Education	65
	Career Path Options	66
	Logistician (Breadth)	66
	Career Expert (Depth)	67
	Professional Development	72
	Organizations/Societies	72
	Suggested Reading	75
	Good References to Have	79
	Websites	80
	Functional Training Websites	80
	Professional Continuing Education Websites	83
	Professional Military Education Websites	84
	Additional Websites	85

Introduction



The purpose of this handbook is to provide officers and officer candidates with education, training, and career opportunities available throughout a career in logistics. This document touches on the alternatives available for an individual striving to become a career logistician. This document is *not* intended to specify a career path that leads to *guaranteed* success. In fact, there is no *right way* to achieve personal and professional goals that you have set for yourself. If you want to get promoted, you must do the best job you can in the position you are currently filling. Promotions are based upon your duty performance and your ability to perform in the next higher grade.

The source material for this handbook is primarily Air Force Instructions (AFIs), Manuals, Pamphlets, Catalogs, and Career Field Education and Training Plans (CFETP). An entire section of this handbook is dedicated to listing and describing publications. We found most, if not all of these references, are available through World Wide Web (WWW) Internet sites. The final section of this handbook is dedicated to identifying the WWW sites.

The *Officer Career Path Guide* on the Air Force Personnel Center's (AFPC) Web Page, provides good information for establishing personal and professional goals, as well as explaining the value of a good technical foundation. It states, "The key to a successful Air Force career involves a proper balance of operations or technical expertise, staff, and leadership experience. A solid foundation in these areas will pay high dividends in the future."

The proper balance of operational, staff, and leadership experience is different for each individual, and ultimately, your career path is based on needs of the Air Force, your personal goals, your individual initiative, and timing. When making career decisions, always consult your supervisor, commander, other senior logistics officers, and career field managers. It is important to remember, no matter your functional background, to become a career logistician a solid foundation in your core functional area is a must. The next section discusses the career options available to aid you in becoming an expert in your core discipline; the first step to becoming a successful career logistician.

The Air Force is currently conducting the Chief of Staff's Logistics Review (CLR). The purpose of the review is to improve our Expeditionary Aerospace Force (EAF) combat readiness. It is focusing on four areas: enlisted technical training and officer development, material management, contingency planning, and sortie production/fleet management. Any changes implemented as a result of the CLR will be reflected in updated versions of the Logistics Officer Handbook.

Career Options

Aircraft Maintenance

AGS

CRS

EMS

MXS

FMS

Program Manager

Staff

Commander

The Aircraft Maintenance and Munitions specialty (21AX) encompasses functions of production management, quality control, and direction of aircraft maintenance activities. Responsibilities include: managing aircraft maintenance production to meet operational requirements and technical standards; recommending procedural and technical improvements; scheduling aircraft and resources to ensure required readiness; enforcing technical performance standards; ensuring assigned work force is properly trained and equipped; formulating maintenance plans and policies to meet peace and wartime taskings. Additionally, you will be responsible for setting and enforcing maintenance policy affecting personnel and equipment readiness; reviewing maintenance and operational data to evaluate programs, assess trends, and identify improvements and deficiencies; coordinating with related operational and support units to ensure equipment readiness and efficiency of assigned forces. A complete list of duties can be found in AFI 21-101, *Maintenance Management of Aircraft* and your respective major command instruction (ex. ACCI 21-101 and AMCI 21-101). AFI 21-101 and major command instructions are the basic Air Force directions for aircraft maintenance management. They provide the minimum essential guidance and procedures for safely and effectively maintaining,

servicing, and repairing aircraft, and support equipment at the base level.

The structure and organization of maintenance activities varies not only between each major command, but also within each major command. Your unit's maintenance structure may differ from the simplistic view presented below, depending on your mission and unique unit or major command-driven conditions. Aircraft maintenance organizations come in two types: either on-equipment maintenance (referred to as *flightline maintenance*) or off-equipment maintenance (referred to as *backshop maintenance*). Regardless of which organization you are in, aircraft

maintenance is responsible for providing safe, flyable aircraft, in the proper configuration, when and where needed for training, combat operations, and deployment commitments.

Typically, in heavy aircraft flying organizations, the logistics group commander (LG) is responsible for all maintenance activities. This



*Aircraft Generation
Squadron (AGS)*

*Component Repair
Squadron (CRS)*

*Equipment
Maintenance
Squadron (EMS)*

*Maintenance
Squadron (MXS)*

includes the responsibility of both on- and off-aircraft maintenance. The LG ensures personnel are trained and motivated to generate safe, reliable aircraft, equipment, and parts. The LG also ensures aircraft are operated, inspected, and maintained in strict compliance with applicable technical data, safety directives, and policy guidance through subordinate squadron commanders. Typical subordinate squadrons are the aircraft generation squadron, component repair squadron, equipment maintenance squadron, and/or maintenance squadron. In some cases, the component repair and equipment maintenance squadrons are combined to form a single entity, the maintenance squadron.



- AGS activities involve on the aircraft (on-equipment) maintenance. These flightline processes include weapons loading, aircraft launch and recovery, inspection, servicing, and periodic maintenance. There is usually one AGS per aircraft type assigned to a flying wing.

- CRS personnel provide on- and off-equipment maintenance and support equipment maintenance within the capabilities of assigned specialties, equipment, and facilities. CRS may include the following flights: accessories, propulsion, avionics, and TMDE (test, measurement, and diagnostics equipment).

- EMS personnel provide on- and off-equipment maintenance beyond the capability of AGS personnel, aerospace ground equipment (AGE) maintenance, and maintenance on squadron-assigned equipment. EMS may include the following flights: munitions, armament, fabrication, AGE, and maintenance.

- MXS personnel provide on- and off-equipment maintenance beyond the capability of AGS personnel, and provide maintenance on squadron-

assigned equipment. MXS may include the following flights: fabrication, accessories, AGE, munitions, maintenance support, propulsion, avionics, armament, and TMDE. If the MXS exceeds 700 personnel, the respective major command may establish two separate squadrons (CRS and EMS) to manage their personnel more efficiently.

Fighter aircraft units operate under the objective wing organizational structure. Under this concept, the operations group commander (OG) is responsible for on-aircraft maintenance activities while the LG retains the responsibility for off-aircraft maintenance activities (CRS, EMS, and MXS). In the Operations Group, the squadron maintenance officer (SMO) works closely with the squadron operations officer and works directly for the flying squadron commander. A typical flightline maintenance organization consists of two flights, sortie generation flight and sortie support flight. All sortie producing duties are assigned under the sortie generation flight and sortie support functions (supply, tool and equipment issue, inspection) are assigned under sortie support flight.

As a junior aircraft maintenance officer, you are not expected to know everything. Your senior noncommissioned officers (SNCOs) possess a wealth of knowledge and experience that will be invaluable during your *formative* years. Ask as many questions of your SNCOs as you can. Also, get into the technical orders (TOs) and manuals to learn the particular system for which you are responsible. Allow yourself adequate time to visit your production areas and don't get trapped behind your desk. Get out there where the work is done and learn as much as possible from your troops. There is only one stupid question: the question never asked! When initially assigned to aircraft maintenance, you are expected to build depth by gaining technical experience. Although not all-inclusive, some of the jobs/functions you may be tasked to perform are listed below.

Squadron Maintenance Officer (SMO)/Maintenance Supervisor (MS)—SMOs are typically found in flying squadrons while MSs are typically found in AGS, CRS, EMS, and MXS organizations. Their job is fundamentally the same. The SMO/MS is responsible to the squadron commander for maintenance production and manages resources necessary to accomplish the unit's mission. They are responsible for the



maintenance activities of their squadron and delegate the necessary authority to flight commanders and superintendents. Their responsibilities include, but are not limited to: monitor work force availability, manage the mobility and training program; ensure aircraft and support equipment are available to support the wing flying program; ensure security and accountability controls for tools/composite tool kits (CTK); and ensure



the practice of good supply discipline. A complete list of duties can be found in AFI 21-101 and their respective major command instruction.

Flight Commander—One of the very first challenging, yet rewarding, jobs you may have is flight commander. Although each flight is responsible for maintaining different systems and subsystems, your responsibilities as a flight commander are generally universal. The flight commander is responsible to the squadron maintenance officer or maintenance supervisor for managing, supervising, and training of assigned personnel. It will be your responsibility to ensure maintenance technicians perform proper maintenance in accordance with applicable technical data and have the necessary tools to perform their mission. New maintenance officers are initially assigned to the flightline or support shops as flight commanders.

Flightline Maintenance—Flightline maintenance activities (aircraft sortie production- AGS or flying squadron) typically occur on the aircraft (on-equipment) and include activities within the capabilities of assigned personnel, equipment, and facilities. Some of these activities include: preparing aircraft for flight; repairing aircraft; inspections; loading munitions; refueling; towing; servicing systems such as hydraulics and oil; and launching and recovering aircraft. The paperwork side of aircraft sortie production includes responsibility for preparing the weekly,

monthly, and annual flying, maintenance, and training schedules; documenting aircraft forms; certifying airworthiness (“Exceptional Release”); and monitoring aircraft modifications and retrofit programs.

Backshop Maintenance Production—Support shop maintenance generally includes maintenance activities that take place off the aircraft (off-equipment) and/or away from the flightline (CRS, EMS, and MXS). Officers assigned to support shop maintenance positions may lead shops that perform inspections; bench test, repair, and/or rebuild avionics components; repair aircraft fuel systems; inspect and repair aircraft engines; control corrosion and paint aircraft; or maintain AGE.

Officer-In-Charge (OIC) of the Maintenance Operations Center (MOC)—Maintenance officers may be assigned to perform duties as the OIC of the MOC. The MOC is a coordinating/facilitating agency that monitors the implementation of the flying schedule as well as scheduled and unscheduled maintenance. During periods of contingency tasking (simulated or actual), the MOC assumes increased responsibility for the coordinating effort. The exchange of information between squadrons and the MOC must be in sufficient detail to allow the MOC to comply with reporting requirements and to identify potential problems. Command and control, as exercised by the battle staff through the MOC, primarily concerns the maintenance squadron(s) actions that facilitate and expedite production in the operations squadrons.

Quality Assurance OIC—Another demanding job is that of the quality assurance OIC. As the OIC, it is your responsibility to ensure the quality assurance program is understood by all maintenance activities at all levels within the wing. As the name implies, QAs main function, through its inspectors, is monitoring the quality of aircraft maintenance throughout the wing. QA is the focal point for reviewing maintenance management procedures, including forms, pre-prints, publications, TOs, and time compliance technical orders (TCTOs) for accuracy, intent, and necessity. Additionally, QA establishes the functional check flight (FCF), weight and balance, aircraft impoundment and group inspection/assessment programs using governing Air Force and command instructions. The QA OIC makes recommendations to the appropriate squadron/group commander and unit supervision to enhance the quality of maintenance.

Training Detachment Commander—This position offers command responsibility at an early stage in an officer’s career. As a detachment commander, it is your responsibility to lead a cadre of instructors who provide continuing aircraft maintenance and munitions technical training. Additionally, you are responsible for updating the training courses and maintaining training facilities and devices.

- Aircraft maintenance officers may have the opportunity to take part in a Foreign Military Sales (FMS) program. FMS is responsible for the development, coordination, and oversight of sales of major weapons

Program/Support Manager

systems in the United States inventory to foreign countries. Due to your in-depth experience with a particular weapon system, you may be asked to share this experience with foreign countries through the FMS programs.

- Program/Support Manager duties are found throughout the Air Force at the numbered air force (NAF), MAJCOM, and Air Staff level. A large number of these positions are in Air Force Materiel Command (AFMC). These jobs often require you to obtain a 63AX AFSC. You are responsible for the development, production, and supportable deployment of a specific Air Force weapon system. Additional duties may include the acquisition, modification, testing, and logistics support of the weapons system. Management of a system's budget, development, and sustainment are typical responsibilities for a program manager.



Staff Billets

- The technical foundation you build early in your career will pay great dividends as a staff officer. For maintenance officers, staff billets above the wing level are prevalent in the numbered air forces, major commands, numerous joint service agencies, and unified commands. Many jobs involve coordinating with other services and industries to improve aircraft sustainability, force modernization, and readiness issues.

Command Billets

- Technical expertise coupled with staff experience combine to give command potential. Command billets exist at several levels. Senior captains can be assigned to training detachment commander positions, while more seasoned majors and lieutenant colonels can be assigned to squadron commander positions. Senior lieutenant colonels and colonels can be assigned to logistics/support deputy group commander positions and, eventually, logistics/support group commander billets. There are also opportunities for selected nonrated officers to become Air Base Wing Commanders at installations that do not have a flying mission.

Other Options

- There is also an opportunity in some agencies to influence Air Force plan and procedures by developing, testing, and implementing process improvements and even new processes. Some of the agencies in which maintenance officers have an opportunity to serve are the Air Force Logistics Management Agency (AFLMA), Defense Threat Reduction Agency (DTRA), Defense Logistics Agency (DLA), and the Pentagon.

Contracting

Operational R&D Systems Sustainment

The Contracting specialty (64PX) requires personnel to write, award, and administer contracts for supplies, services, and construction needed for daily operations and systems-level warfighting capabilities. When initially assigned to contracting you are expected to build depth through technical experience within contracting. The contracting career field has three technical areas of emphasis: pre-award, post-award, and pricing. Pre-award includes analyzing purchase requests and technical documents for suitability, conducting market research, determining the proper contracting method and type, formulating acquisition plans, and soliciting offers. Further, it includes evaluating offers, determining contractor responsibility and responsiveness, and determining contract assembly and award. Post-award entails administering contracts to ensure compliance, negotiating modifications, and terminating contracts for the convenience of the government or default. Pricing includes determining price reasonableness, analyzing direct and indirect costs, and evaluating offers to support source selection and contract award, as well as modifications.



Operational

- Operational contracting includes maintenance and support of all Air Force installations worldwide. Contracting officers accomplish this by producing and administering three basic types of contracts: commodities, services, and construction. Contracting officers use a variety of solicitation procedures from electronic commerce/electronic data interchange to formal sealed bidding. The next step in the contracting process is award of the contract. After award, the administration phase begins, and administrators learn to steer contracts through common pitfalls. Contractor payrolls, material submittals, and progress schedules are reviewed regularly. Contracting officers must resolve government and contractor

Research and Development



disputes through contract negotiation and modification. Base-level contracting officers become deployment qualified and learn contingency contracting to support missions worldwide.

- Contracting officers in research and development are responsible for procuring leading edge technologies. Because many of the projects are in developmental stages, contracting officers use numerous types of contracts, such as firm-fixed-price, incentive-plus-award fee, cost-plus-award fee, and time and materials, to lessen the contractor's developmental risk. The contracting officer develops a business strategy in order to develop requirements and meet timelines.

Systems

- Major weapons systems have their own dedicated systems program office (SPO) to direct policy, support, and guidance during all phases of the acquisition life cycle. The phase of a program in the life cycle process determines the correct method of solicitation and type of contract. As the program advances through its life cycle, the requirements and contract types will change accordingly. For instance, the F-16 SPO completed most research and development contracting and is currently working Foreign Military Sales (FMS) contracts. It is just the opposite at the YF-22 SPO where they are currently in the program definition and risk reduction phase of the life cycle process. Considerable research and development is still required.

Sustainment

Air Logistics Centers (ALC)—Contracting officers at ALCs are exposed to wide-ranging issues and challenges in the award and execution of major and minor program contracts to support worldwide weapon systems, support equipment, and programmed depot maintenance. These duties require extensive coordination between the logistics center and numerous government support offices to include Defense Contract Management Command (DCMC) contract administration offices and the Defense Contract Audit Agency. Contracting officers at the ALC's support both United States and FMS. The focus of an ALC is on the pre-award process including acquisition strategy determination, solicitation of offers, negotiations, contractor evaluation, and award. Contracts are primarily awarded through negotiation and best-value techniques, to include low

price technically acceptable offers and price/past performance trade-offs. DCMC typically administers these contracts but they require close coordination between the procurement contracting officer and the administrative contracting officer. Administration duties include engineering change approvals, and first article inspection and testing. This requires extensive evaluation of contractors' manufacturing ability, quality processes, and technical design capability.

Defense Contract Management Command —After an ALC or a systems office award a contract, it is sent to DCMC for administration. DCMC is a true joint environment where all services participate and assist each other to ensure contract compliance. Contracting personnel within DCMC can be assigned to either an area office or a contract administrative office (CAO). At an area office, contracting personnel will administer contracts issued to more than one contractor. Contracting personnel assigned to a CAO will administer contracts issued to just one contractor; this contractor usually has multiple high-dollar defense contracts. Contracting personnel at DCMC negotiate provisioning orders (spares), approve financing payments, review contractor proposals for adequacy, and ensure on-time delivery. Contracting personnel work with the contractor and the buying activities to ensure all parties are informed of issues that arise during contract performance. Contracting personnel in DCMC also have the opportunity to deploy with contingency contracting administration teams to various places throughout the world.



These four functions emphasize unique mission requirements among different technical areas: operational, research and development, systems, and sustainment. Mission elements and technical areas vary by command and agency. All Air Force commands include the full spectrum of operational contracting which cover the pre-award, post-award and pricing technical areas; however, the types of contracts written are linked to the office in which you work. You can spend your entire career in one area of contracting, but it is important to consider assignments in other mission areas to increase your understanding of the career field. Several different experiences should provide you a greater depth of understanding and the breadth of contract experience that will be required later in your career.

Focus on building technical expertise early in your contracting career through hands-on experience and progression through the Acquisition

Profession Development Program toward your Level II certification in contracting as outlined in the Education and Training section. After you have built a strong technical foundation, there are numerous opportunities for leadership within the contracting career field. Junior officers can be functional team leaders as procurement or administrative contracting officers. Command level staff billets provide an opportunity to broaden your understanding of the contracting mission. Your attractiveness as a staff officer to a command will depend greatly on your experience and performance. In addition to contracting staff positions, a limited number of billets can be found outside the career field, including serving as an instructor in Reserve Officer Training Course (ROTC), Officer Training School (OTS), Squadron Officer School (SOS), Recruiting Service, or the Air Force Academy. These alternative billets are discussed further in the Education and Training portion of this document. As a senior captain or major, opportunities exist to lead a unit as an operational contracting squadron commander. Within product centers, these officers can be chiefs of contracting divisions in SPOs supporting major systems procurements. Positions like the director of contracting at a major product center and commander at a defense plant representative office within DLA are available for a select group of senior officers.



Logistics Plans

Retail Wholesale LCBP LSS Joint Education/Training

Logistics plans officers develop and manage logistics plans and programs within the operational (retail) and acquisition (wholesale) communities. Logistics plans (21GX) is an exciting and challenging career field that exposes officers to functions and operations throughout the Air Force at all levels of command. Logistics Plans officers' duties cover a wide range. Logistics plans officers conduct readiness assessments, facilitate programming and budgeting (war reserve materiel [WRM], logistics information systems, decision support tools, and weapon systems), integrate and perform training (deployments, WRM, support agreements), integrate logistics inputs to exercises and wargames, integrate logistics modeling and simulations, and manage Unit Type Codes (UTCs). They also conduct war and contingency planning (deployment and base support), coordinate international logistics, and manage WRM, support agreements, and logistics Time Phased Force Deployment Data (TPFDD) development. Logistics planners can also be looked upon to direct command and control for deployment and reception and beddown. When employing and sustaining the force, logistics planner's duties can include directing logistics readiness center (LRC) operations and combat support integration, and coordinating wartime host-nation support. Finally, when it is time to redeploy, logistics planners direct redeployment command and control and reconstitute WRM. In addition, there are a number of joint assignments for logistics plans officers that provide an excellent opportunity to learn about and work with the other Services.

Retail Logistics Plans

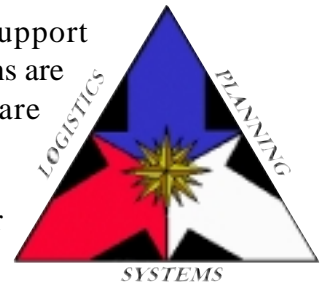
- The new policy allowing direct accessions will not apply to wholesale logistics plans. As a new logistics plans officer, your first assignment normally will be in a retail logistics plans job. Retail logistics plans involve providing support to operational units and their associated weapon systems in both peacetime and wartime. As a retail logistics planner, you have the opportunity to learn about and work directly with just about every functional area in the Air Force. In addition, you will learn how to develop and manage plans and programs that integrate support from many of these different functional areas. In most cases, your first job as a retail logistics planner will be in a logistics plans flight or combined plans shop at the wing level. Regardless of where the flight/



shop is located, the job responsibilities are the same. As a new logistic plans officer at the base/wing level, you could be tasked to perform one or more of the following functions depending upon manning constraints, rank, and experience:

Support Agreement Management—A support agreement manager ensures wing organizations are aware of their support requirements and are properly reimbursed for support provided.

War Reserve Materiel Officer—The war reserve materiel officer (WRMO) directs wing participation in the WRM program. It is the responsibility of the WRMO to ensure WRM management receives the highest visibility within the wing. This individual is also responsible for ensuring all WRM assets are ready to support any contingency at any time. This is accomplished by working closely with all organizations tasked to store and maintain WRM assets and by accurately programming and budgeting WRM requirements.



Plans Management—The plans manager reviews operation, contingency, and program plans to determine logistics support requirements. The plans manager is also responsible for ensuring that the wing is aware of and prepared to meet all logistics support taskings contained in operational and contingency plans, providing continuous education concerning specific plans and the overall planning process to all levels of supervision, and ensuring all base support planning is current and complete. Additionally, the plans manager will solicit, consolidate, validate, and submit inputs for the logistics annex to all locally produced operations plans, concept plans, and programming plans.

Installation Deployment Officer—The installation deployment officer (IDO) directs wing deployment planning and execution activities. This responsibility continues throughout all phases of a deployment to include readiness, deployment, employment, sustainment, redeployment, and reconstitution. The IDO is the most visible function of the wing-level logistics plans office; ensuring tasked organizations are prepared to deploy in support of any possible global contingency. Because of the high level of responsibility, knowledge, and experience associated with the IDO position, in many wings, the IDO is also the logistics plans flight commander.

Two wing-level assignments are recommended to establish a solid technical foundation before you consider moving to a major command (MAJCOM) staff or to a wholesale logistics billet. At Air Staff, the Directorate of Plans and Integration, HQ USAF/ILX, develops policy and procedures regarding deployment, base support, strategic planning, and WRM. The directorate is also responsible for developing logistics

concepts, doctrine, and performing assessments when required. The MAJCOM directorates of logistics plans are responsible for policies, procedures, and concepts relating to logistics support of assigned and



supported forces including active units in conjunction with Air Reserve Component forces. There are many excellent, challenging, and rewarding logistics plans jobs at both the Air Staff and MAJCOMs. There are also a few logistics plans billets at the various numbered air forces.

Wholesale Logistics Plans

- Wholesale logistics focuses on the cradle-to-grave life cycle of Air Force weapon systems and the systems that support those weapon systems. This cycle often starts in Air Force laboratories with a concept for a new weapon system or in a battlelab with a new support concept. The cycle continues through a system program office where the idea takes shape, to an air logistics center (ALC), and usually concludes at the Aerospace Maintenance and Regeneration Center (AMARC). Throughout the entire process, logistics plans officers are deeply involved. The majority of positions are located at Air Force Materiel Command Headquarters at Wright-Patterson AFB, OH; Ogden ALC at Hill AFB, UT; Oklahoma City ALC at Tinker AFB, OK; and Warner-Robins ALC at Robins AFB, GA. Many jobs center around engine, avionics, and airframe management with other jobs involved in management of Air Force commodities and support systems. Another area where logisticians are involved is Foreign Military Sales (FMS), sales of surplus weapon and support systems to friendly foreign governments. In most of these jobs, logistics planners manage significant budgets and make critical decisions affecting Air Force readiness.

Logistics Career Broadening Program (LCBP)

- LCBP is another competitive opportunity available to gain experience in the wholesale system. Located at AFMC, it specializes in acquisition logistics and life-cycle sustainment support (wholesale logistics). Specific guidance is identified in AFI 36-2111, *The Air Force Logistics Career Broadening Program*. The program objective is to provide experience in managing the acquisition and wholesale aspects of the Air Force logistics system. The program is a 3-year controlled tour where officers rotate every 4 to 6 months to different ALC directorates during the 2-year Phase I and then work in an ALC authorization for the last year, Phase II. LCBP will be addressed in greater detail later in this document.



Logistics Support Squadron (LSS)

- The LSS is one of the logistics group's squadrons where you, as a logistics plans officer, may have the opportunity to command as a major or lieutenant colonel. In addition, some logistics plans officers are also getting the opportunity to command transportation squadrons. Information on the organization and makeup of a transportation squadron can be found the transportation portion of Career Options in this handbook. The traditional LSS squadron consists of a logistics operations flight (LGLO), logistics training flight (LGLT), and logistics plans flight (LGLX). However, in some wings, all or part of LGLX may reside under the wing staff, vice LSS, in a combined wing plans shop. A description of each of the three flights is contained in AFI 38-101, *Air Force Organization*, which is available online at <http://afpubs.hq.af.mil>. Overall, the LSS squadron is responsible for a number of programs such as maintenance training and engine management that impact logistics support operations in logistics and operations groups as well as having overall responsibility for the entire wing mobility program.

Joint Assignments

- There are both joint and non-joint duty positions in joint organizations that a logistics plans officer can fill. The Goldwater-Nichols DoD Reorganization Act of 1986, Title X, lays out the framework for joint duty assignments. One of the purposes of Goldwater-Nichols Act was "to improve joint warfighting by training, orienting, educating, and assigning high-quality officers to joint organizations." The Joint Duty Assignment List (JDAL) contains all approved joint duty positions. These positions are coded for field grade officers or above. Not every officer assigned to a joint organization occupies a joint duty position. For instance, in warfighting support and outside DoD organizations like the Defense Nuclear Agency, Defense Information Service Agency or Defense



Education and Training

Logistics Agency; no more than 50 percent of the field grade billets are actually joint duty positions. In contrast, 100 percent of the field grade positions in joint warfighting organizations like US Joint Forces Command, US Pacific Command or Special Operations Command are joint duty positions.

- There are a number of excellent education and training opportunities available to logistics plans officers. A list of these courses and associated training websites is published in the Education and Training Section of this handbook.

For a more complete picture of a logistics planner's responsibilities, AFI 36-2129, *Logistics Plans*, and AFMAN 36-2105, *Officer Classification*, (both available on-line at <http://afpubs.hq.af.mil>) outline major organizational structures and functions and general responsibilities of the logistics plans functions at HQ USAF, MAJCOM, and wings.



Munitions and Missile Maintenance

Maintenance Squadron

Logistics Support Squadron

Munitions Maintenance Squadron

In Aug 99, the Chief of Staff of the Air Force approved the reengineering of the 21MX career field (missile and space maintenance) to include munitions maintenance (conventional and nuclear), and weapons safety officer positions (both formerly 21AX AFSC). With the addition of the munitions maintenance specialty, 21MX officers will now enjoy a wider range of career and job opportunities. "AETC is currently transforming newly developed course training standards into several courses designed to meet the requirements of the new 21MX officer. Reference the Air Force Munitions and



Maintenance Squadron

Missile, and Space Plans and Policy Division web site for more information on the 21M restructure and other munitions related topics (<http://www.il.hq.af.mil/ilm/ilmw/index.html>)".

Initially, a missile and space maintainer (21MX) is responsible for developing a firm technical foundation. To do this well, a person should experience all areas of the maintenance arena. There are two squadrons that comprise the maintenance arena. In each squadron there are flight commander and element positions held by officers.

Generation Flight

- The generation flight is responsible for squadron missile maintenance production. Flight personnel generate and maintain assigned intercontinental ballistic missile (ICBM) forces to the highest state of readiness. The flight commander must supervise reentry system handling tasks; enforce strict compliance with technical data and safety requirements; and approve maintenance team substitutions. The flight consists of the following sections with officers in charge:

Electro-Mechanical Teams (EMT) Section—EMT technicians perform electronic, electro-mechanical, security, electrical system repair and

*Peacekeeper
Maintenance (PKM)
Flight*

Support Flight

**Logistics
Support
Squadron**

*Logistics
Operations Flight*



troubleshooting, and coding of the ICBM weapon system.

Facilities Maintenance Teams (FMT) Section—FMT personnel perform on-site repair of launch facility (LF) and missile alert facility (MAF) power and environmental systems.

Missile Maintenance Teams (MMT) Section—MMT personnel remove, install, and transport Minuteman aerospace vehicle equipment. They also perform maintenance on Minuteman umbilicals, suspension system, and launcher closure system. MMTs assist MHT in the removal and installation of Minuteman missiles.

Missile Handling Teams (MHT) Section—MHT personnel remove, install, and transport the Minuteman missile. They are also responsible for the on-base storage of missiles.

Periodic Maintenance Teams (PMT) Section—PMT Section personnel perform preventive maintenance in accordance with the scheduled periodic maintenance program.

- PKM personnel transport, remove, and install Peacekeeper missile stages, reentry systems, and missile guidance and control sets. They also perform maintenance on PK transportation and handling equipment. PKM personnel install flight termination ordnance on Peacekeeper follow-on operational testing and evaluation missiles.

- Support flight personnel perform off-equipment maintenance on environmental, power generation, pneumatic, and hydraulic systems associated with the ICBM weapon system. Additionally, they are responsible for limited on-equipment repair of LF and MAF subsystems. Assigned personnel centrally store, issue, inspect and repair ICBM support equipment and special purpose vehicles. Personnel track and manage assigned support equipment and vehicle inspections, maintenance, and calibration requirements.

- This flight maintains the status of all launch facilities and missile alert facilities; provides the logistics group and maintenance squadron commanders with key information to assist in determining maintenance

requirements and priorities; coordinates missile maintenance requirements with outside agencies and assists the maintenance squadron in obtaining required support; and stores, tracks, and orders weapon system parts for use by maintenance personnel. In addition, the flight maintains the expertise to solve unique weapon system problems that are beyond the scope of normal technical data. The logistics operations flight serves as the single point manager for all data automation activities; acts as the centralized manager of manpower, mission support equipment (MSE), facilities, and long-range plans for all areas of maintenance and functions

as resource advisor for appropriate responsibility center manager. The flight consists of the following sections:

Plans and Scheduling Section—This section serves as the focal point for the planning and scheduling of the expenditure of resources for known maintenance requirements.

Missile Maintenance Operations Center (MMOC)—MMOC monitors the weapon system, generates quick reaction maintenance teams, and implements the daily schedule. They

may also conduct briefing/debriefing of dispatching and in-shop technicians.

Materiel Control Section—The materiel control section provides liaison to base supply and maintains a bench stock/supply point for missile parts requirements.

- The training flight manages ICBM maintenance training for all maintenance personnel assigned to the logistics group; provides ancillary training to maintenance technicians and supervisors; maintains master copies of officer and enlisted CFETPs; provides centralized training for selected maintenance squadron generation maintenance teams; and maintains and repairs assigned weapon system trainers. The training flight is divided into 2 sections, training management (TM) and team training (TT).

Munitions maintenance officer billets exist at the base level, usually as the munitions flight commander in a munitions maintenance squadron or aircraft maintenance squadron, maintenance supervisor, or munitions accountable systems officer (MASO). The munitions flight/squadron is responsible for the control, accountability, storage, shipping and receiving, inspection, maintenance, assembly and flightline delivery of conventional,



Training Flight

**Munitions
Maintenance
Squadron**

Munitions Flight Commander

precision-guided, and nuclear munitions. The munitions flight organizational structure and responsibilities is mandated by AFI 21-201, *Management and Maintenance of Non-nuclear Munitions*. Regardless of which position you may be in, munitions officers are responsible for conventional munitions, nuclear munitions or both. Additionally, there are other opportunities for munitions officers that are not base-level billets.

- Opportunities exist for munitions officers to serve as flight commanders in either the munitions squadron (MUNS) or the munitions support squadron (MUNSS). MUNS are responsible for the storage, security, and maintenance of US conventional and/or nuclear weapons stockpiles



within the CONUS. These squadrons are created when the amount of munitions accountability exceeds the capability of a munitions flight within an aircraft maintenance squadron. MUNSS are responsible for the storage, security, and maintenance of US and/or NATO weapons stockpiles in USAFE. A top-secret security clearance and completion of the Nuclear Maintenance Officer Course (NMOC) is required to fill MUNSS positions.

Munitions Maintenance Supervisor

- Munitions maintenance production includes responsibility for conventional and nuclear munitions storage areas and all aspects of inspection, storage, maintenance, and accountability of these weapons and components. A munitions maintenance officer oversees the assembly of munitions and components that are delivered to the flightline, and works closely with security and transportation personnel to ensure the right munitions are delivered to the right place at the right time and in the right condition.

*Munitions
Accountable
Systems Officer
(MASO)*

- Munitions maintenance officers may be appointed the munitions accountable systems officer (MASO) in a conventional or nuclear munitions area. The MASO is the sole accountable official at an Air Force location responsible for procedures to ensure 100 percent accountability of munitions assets. The MASO is responsible for the effective and efficient management of the munitions stockpile following principles of effective supply discipline. Additionally, the MASO is responsible for all munitions inventories, documentation, and reporting of a base's munitions status to the MAJCOM.

Conventional Munitions Maintenance Duties—Conventional munitions maintenance functions provide the bulk of production in day-to-day munitions operations, especially when it comes to flightline training assets. Responsibilities include building, maintaining, and preparing conventional munitions used by the unit in peacetime and wartime and ensuring assigned personnel are fully trained for the unit's wartime mission. Other duties include, but are not limited to: perform assembly, test, and repair all the munitions listed on the Unit Committed Munitions List (UCML); perform pre-issue, processing, special, and returned munitions inspections; prepare accounting/inspection documentation; perform and certify demilitarization of unserviceable munitions; develop local operating instructions for explosive operations; coordinate with base bioenvironmental and civil engineering elements on the proper handling, storage, and disposal of hazardous material and waste; monitor net explosive weight (NEW) and compatibility limits on maintenance bays and storage areas; and perform munitions security duties and coordinate with security forces for the proper security, transportation, and storage of munitions.

Nuclear Munitions Maintenance Duties—Nuclear munitions maintenance functions are similar to conventional munitions maintenance functions, but include the following additional duties: maintain task

proficiency on the seven key nuclear munitions maintenance tasks identified in AFI 21-204, which are tested during nuclear surety inspections (NSI); emphasize proper nuclear safety and security according to the Air Force Nuclear Weapons Surety Program (AFI 91-101); perform strict documentation for a rigorous key and lock management program; maintain the standards of the Personnel Reliability Program (PRP) to ensure only the most reliable individuals have access to nuclear weapons; ensure all support equipment is properly certified for use with nuclear



Other Opportunities

weapons; develop a close working relationship with the wing's weapons safety manager (WSM) for proper reporting requirements for nuclear weapons.

- There are other unique positions for munitions officers to work in other USAF and joint agencies. Staff billets exist for officers with sufficient munitions experience at the headquarters staff, agency, and DoD levels. These officers write and control munitions policy, plans, acquisitions, and practices throughout the Air Force. Some of these opportunities are: Air Force Combat Ammunitions Center (AFCOMAC), Air Armament Center (AAC), USAF Ammunition Control Point/Tactical Missile Control Point (ACP/TMCP), USAF Nuclear ACP, Department of Energy (DOE), and Theatre Ammunition Control Points (TACP). Although this list is not all inclusive, these agencies influence Air Force and joint plans and procedures by developing, testing, and implementing process improvements and new processes and systems throughout the ammunition community.



Supply

Retail Supply Wholesale LCBP Staff Future

Supply officers are responsible for assuring fuel, equipment, and supplies are available for mission accomplishment. Basically, supply is designed to provide the right part (or fuel) to the right place at the right time. AFMAN 36-2105 *Officer Classification* summarizes the supply officer as one whom:

... directs, manages, and operates supply, equipment, and fuels management systems; develops, formulates, and implements plans, programs, and policies to operate, manage, and administer current and projected supply and fuels management systems; [is responsible for] requirements determination and computation; allowances and authorizations; inventory and distribution control; reporting; stock fund operating programs preparation; and operations operating budget preparation.

There are no mandatory academic specialties required to be a supply officer, but a sound academic background in business administration, economics, management, computer science, petroleum engineering, or chemistry is very helpful.

As a new supply officer, you will typically be assigned to a base (retail) level supply account for 3 months before you attend formal technical training. At the base level you will be expected to learn as much about the supply activity and career field as possible. Initially, you will probably be unfamiliar with your *place* in the supply squadron, but this initial exposure will help you put things into the proper perspective and form

the basis for your success. In order to get a broad understanding of the supply mission, you will normally rotate throughout the squadron and you will be given the opportunity to learn the basics from the real *experts*, the NCOs. Take complete advantage of this opportunity for on-the-job training in an actual supply unit and don't be afraid to ask *why?*, when appropriate. After working in the squadron for a while, you will attend the Supply Operations Officer Course at Lackland AFB, Texas. Upon completion of this course, you should have a solid understanding and appreciation for the retail supply

operation so you should then begin to focus on the *bigger picture*. You will need to learn how certain supply operations impact the rest of the squadron as well as other base functions. For example, how proper funds management and repair cycle control are keys to effective supply support and meeting mission capability goals. Utilize the experience of your



Retail Supply Opportunities

Senior NCOs and other squadron members to learn the fundamentals of supply and how they interact with other logistics disciplines.

Supply encompasses a wide variety of job opportunities. Retail supply experience can be gained at base level units or one of the newly formed regional supply squadrons. Wholesale experience is gained by filling positions at one of the Air Logistics Centers (ALC) or the Defense Logistics Agency (DLA). Staff experience can be gained by working at Headquarters USAF, numbered air forces (NAF), Major Commands (MAJCOMs), joint duty, Headquarters DLA, Headquarters Standard Systems Group (SSG), or the Air Force Logistics Management Agency (AFLMA).

Base supply operations fall under the direction of the logistics group commander (LG). The LG is charged with the responsibility of ensuring that supply is operated efficiently and effectively. This charge includes responsibility for asset protection and accountability, leadership and training of personnel, management of funds and resources, and adherence to all applicable regulations and policies. Because the supply squadron is but one of several squadrons under command of the LG, she/he relies heavily on the Chief of Supply (COS) to operate a successful supply squadron. The COS, in turn, relies heavily on her/his individual flight chiefs to operate successful flights. That is your charge!



- Base-level supply units provide supply support to operational units and most organizations on base. Here, you may command any one of several different flights or elements. Flight commander jobs include management and systems, combat operations support, materiel management, materiel storage and distribution, and fuels. A brief description of the different flights within Supply follows, but refer to AFMAN 23-110, Volume 2, Part 2, *USAF Standard Base Supply System*, Chapter 2 for specific duties

and responsibilities. (AFMAN 23-110 is available on CD-ROM and available from your publications monitor.) The management and systems flight is basically responsible for operating the supply computer system (known as the Standard Base Supply System or SBSS), funds management, training, procedural compliance, and analysis. The combat operations support flight is primarily responsible for direct mission support and therefore works very closely with all aspects of the maintenance operation. This flight encompasses the repair cycle support element that manages reparable items due in from maintenance and the war readiness element that maintains readiness spares packages for units with a deployable wartime mission. The materiel management flight is responsible for managing inventory requirements and replenishing stocks; whereas the material storage and distribution flight covers all warehousing and delivery functions. The fuels flight directly supports the mission by

managing all aspects of the storage, distribution, and testing of base petroleum, oils, and lubricants (POL) inventories. Under certain conditions, a supply squadron may not have or need a five-flight configuration so you may also be assigned at the element level.



In response to the need to *downsize* the supply infrastructure at the base level, some MAJCOMs have regionalized several *back-shop* functions such as equipment management and stock control because they either do not deal

directly with customers or because they benefit from the synergistic effects of consolidation. The functions of these regional squadrons are basically the same as at base supply, but they support several bases instead of just one; therefore, the breadth of responsibility is significantly expanded. You can also gain retail supply experience, albeit from a slightly different perspective, at one of these new regional supply squadrons. As the regional squadrons come online, the command and staff functions within base supply will inevitably be adjusted to reflect the loss of some functions and the change in their mission. After you acquire some base level experience, these regional supply squadrons represent a great opportunity to apply your expertise in a high-impact environment. For more information on Air Combat Command's version of the regional supply squadron visit ACC's Regional Supply Squadron's homepage at: <https://www.accrss.langle.af.mil/default.htm>.

Wholesale Opportunities

- Supply officers also have the opportunity to work in the wholesale arena at Headquarters Air Force Materiel Command (AFMC) at Wright-Patterson AFB, Ohio or one of the Air Logistics Centers (ALCs). The Air

Force currently has five ALCs including Warner Robins ALC (W R - A L C) , Oklahoma City ALC (OC-ALC), Ogden Air Logistics Center (O O - A L C) , Sacramento Air Logistics Center (SM-ALC), and San Antonio Air Logistics Center (SA-ALC). SM-ALC and SA-



ALC are scheduled to close not later than July 13, 2001 as result of the 1995 Base Realignment and Closure Commission (BRAC) process. Work load remaining at these two closing ALCs must be either competitively outsourced or realigned to one of the three remaining ALCs by the 2001 closure dates. Wholesale jobs focus on AF-wide weapons system support. Supply officers work throughout the ALC in system product centers; managing items of a particular group, and in system program offices (SPO) where new weapon systems are developed and fielded. The DLA also represents a wholesale job opportunity where you might work in item management or distribution centers. The DLA includes supply centers, service centers, and a distribution center. The DLA procures, manages, stores, and distributes 4.1 million items for US military customers, other US federal agencies, and allied forces throughout the world. The command also performs a wide variety of logistical services and serves as a combat support partner with the Army, Navy, Air Force and Marine

Corps. The primary DLA service centers are the Defense Reutilization and Marketing Service (DRMS), Defense Logistics Information Service (DLIS), Defense National Stockpile Service (DNSC). The DLA has four primary supply centers including the Defense Supply Center Columbus (DSCC), Defense Supply Center Richmond (DSRC), Defense Supply Center Philadelphia (DSCP), and the Defense Energy Support Center (DESC). More information on the DLA, its supply centers, and the Defense Distribution Centers is available at <http://www.dla.mil>.



The Defense Energy Support Center (DESC) component of the DLA has the single lead agent role for petroleum material management supporting

*Logistics Career
Broadening
Program (LCBP)*

the Military Services and federal agency customers at over 4,000 locations. Numerous opportunities for AF supply officers with fuels experience exist within this organization. These opportunities exist at Headquarters DESC located at Fort Belvoir, Virginia or in one of four primary DESC Regions: DESC-Americas (Houston, Texas); DESC-Pacific (Camp Smith, Hawaii); DESC-Europe (Wiesbaden, Germany); or DESC-Middle East (Juffair, Bahrain). HQ DESC or DESC Regional Office assignments offer valuable experience with programming and coordination of fuels facilities infrastructure, resupply, unique transportation requirements, contract management, terminal management, troubleshooting, problem solving, bulk product quality inspection, and analysis around the world. Experience can also be gained with host-nation support agreements, inter-service support agreements, into-plane contracts, and Replacement in Kind (RIK) agreements.

- The Logistics Career Broadening Program (LCBP), is another competitive opportunity available to gain experience in the wholesale system. This program is a 3-year program at AFMC specializing in acquisition logistics and life-cycle sustainment support (wholesale logistics). Specific guidance is identified in AFI 36-2111, *The Air Force Logistics Career Broadening Program*. The program objective is to provide participating officer experience in managing the acquisition and wholesale aspects of the Air Force logistics system. The program is a 3-year controlled tour in which officers rotate every 4 to 6 months to different ALC directorates during the 2-year Phase I and then works in an ALC authorization for the last year, Phase II. LCBP will be addressed in greater detail later in this document.

Staff Jobs

- Staff jobs are available at a number of different levels, such as at numbered air force, MAJCOM, joint duty, or even Air Staff.

Numbered Air Force Assignments—Numbered air force units represent the Air Force component to unified or specified commands. Each of these warfighting commands is typically responsible for a theater of operations or area of responsibility (AOR). In NAF units, supply personnel become familiar with force deployment, employment, and redeployment within the particular AOR.



MAJCOM Assignments—MAJCOM staffs develop strategic plans, formulate and deploy policy, advocate resource allocation, and evaluate performance of supply and fuels support worldwide. They ensure spares, equipment, fuels, and multi-skilled personnel are available to maximize mission capability. The MAJCOM Supply Division Leaders (Colonel/O-6) comprise the Air Force Supply Executive Board (AFSEB) which approves and directs all aspects of supply policy and planning.

Joint Assignments—The Goldwater-Nichols DoD Reorganization Act of 1986, Title X, lays out the framework for joint duty assignments. One of the purposes for Goldwater-Nichols Act was “to improve joint



warfighting by training, orienting, educating, and assigning high quality officers to joint organizations.” The Joint Duty Assignment List (JDAL) contains all approved joint duty positions. These positions are coded for field grade officers and above. Not every officer assigned to a joint organization occupies a joint duty position. For instance, in warfighting support and outside DoD organizations like DNA, DISA, or DLA, no more than 50 percent of the field grade billets are actually joint duty positions. In contrast, 100 percent of the field grade positions in joint warfighting organizations like US Joint Forces Command, Pacific Command or Special Operations Command are joint credit slots. Within the supply community there are a variety of joint duty opportunities particularly for those with fuels experience.

Air Staff Assignments—There are also supply officer assignment opportunities at the Air Staff level. These jobs are primarily under the purview of the HQ USAF Director of Installations and Logistics (HQ USAF/IL). Within the IL Staff, the Supply Directorate, HQ USAF/ILS, is comprised of the Supply/Fuels Policy & Procedures division, the Aircraft/Missile Support division, and the Combat Support division. These positions are typically filled with field grade officers. More information about HQ USAF/IL can be found at the WWW page <http://www.il.hq.af.mil/>. There are also several specialized field operating agencies (FOAs) that report directly to the HQ USAF/IL, but are not collocated in Washington DC. The Air Force Logistics Management

Future Environment

Agency (AFLMA) located at Maxwell AFB, Gunter Annex, AL, is a prime example of a FOA. The AFLMA is a logistics problem solving organization that performs studies and analyses of critical logistics issues. The HQ USAF/IL WWW home page provides links to the IL FOAs.



Overall, there are a wide variety of job opportunities for supply officers. Some are not well publicized or in the mainstream, but nevertheless they are very challenging, enlightening, and career broadening. For instance, Air Force supply officers may also serve as exchange officers in allied countries such as the United Kingdom, Australia, Canada, and with the North Atlantic Treaty Organization (NATO) in Europe.

- The fundamentals of supply will probably never change dramatically, but the supply community and processes as a whole are very dynamic. The regional supply squadrons are still relatively new so they have not yet realized their full potential—as they do further infrastructure changes may materialize. Continued efforts to streamline logistics operations and inventories (i.e., Agile Logistics) are changing the way we conduct business. For example, the government purchase card (IMPAC) has almost negated the necessity for Base Supply to stock non-weapon system items such as administrative and janitorial supplies. The traditional base service stores (BSS), for years a hallmark of base supply, are quickly becoming a thing of the past. Other functions, such as the individual equipment unit are becoming candidates for outsourcing or privatization. At many bases, especially stateside, even traditional *blue-suit* functions like pick-up and delivery and storage and issue operations may be outsourced. With the advent of the readiness based level (RBL) system at AFMC, base supply units no longer compute their own requirements for AF-managed reparable items. Central leveling of AF-



managed consumables may not be far behind. Even the main supply computer system, the SBSS is undergoing a modernization effort. The Integrated Logistics System–Supply (ILS-S), now in development, will utilize state of the art technologies and database management techniques to vastly improve supply information support. (More information on the SBSS and ILS-S can be found at:

<http://www.ssg.gunter.af.mil/supply>. Ultimately, a consolidated or *seamless* supply system will link the wholesale and retail data systems and eliminate the need to perform many redundant tasks. As new tools

are developed and fielded, new concepts of operations will be formulated to take advantage of them.

Supply is moving forward, creating more opportunities than ever before. Your challenge will be to find your place in this revolution and leave a legacy for the logisticians that follow you.



Transportation

Aerial Port Transportation Staff Project Manager Analyst

Aerial Port Squadron

Transportation (21TX) is a diverse career field involving passenger and cargo movement by all modes of transport, using both military and commercial resources. Jobs within transportation generally fall into two categories, ground and air transportation. Although squadron composition varies between bases, ground transportation units usually include four workcenters: traffic management, vehicle operations, vehicle maintenance, and combat readiness and resources. Air transportation workcenters include air freight, fleet service, passenger service, air terminal operations flight (ATOF), and combat readiness and resources. The transportation career field encompasses a full range of management and leadership responsibilities associated with operating and managing Air Force transportation activities. This includes formulating, developing, implementing, or administering transportation plans, programs, policies, and procedures. Transportation officers administer current and projected transportation and logistics distribution management functions, including aspects of military and commercial air and surface transportation. A transportation officer at base/wing level may perform one or more of the following functions depending on unit needs and manning constraints. What follows are examples of the jobs listed above that transportation officers may be tasked to perform.

- The aerial port squadron commander is responsible for providing air transportation services to all cargo and passengers authorized to use the Defense Transportation System. There are five CONUS-based (strategic) aerial ports – Charleston AFB, Dover AFB, McChord AFB, McGuire AFB, and Travis AFB.

Aerial Delivery Flight Commander

—The aerial delivery flight builds and rigs airdrop and aircraft loads; packs, repairs, and dries parachutes; schedules and coordinates load operations; performs airdrop inspections; and conducts drop zone recovery operations. There are only a few of these flights remaining at some Air Mobility Command (AMC), Air Force Special Operations Command (AFSOC), and Air Education and Training Command (AETC) bases.



Aerial Port Mobility Flight Commander—Aerial port mobility flights are highly mobile and flexible units capable of rapid deployment by air

or surface to augment AMC theater airlift forces and/or to support operations or contingencies. The flight commander plans and directs all activities associated with mobility operations. One of the primary functions of these mobile units is to establish and operate non-fixed air terminals at employment sites where no permanent air terminal organization exists.

Aerial Port Flight Commander—The aerial port flight (APF) function manages and provides oversight for aerial port operations. These positions are most often found in the larger AMC ports and are typically filled by senior captains, majors, and lieutenant colonels depending on the size and scope of the port's responsibilities.



Air Freight Flight Commander—Air freight flights are mostly found in AMC aerial ports. They process and provide in-transit cargo storage, on- and off-load cargo to and from aircraft, handle hazardous and other special category cargo, and provide recoupage for in-transit freight. In concert with these activities, the flight commander also ensures the flight moves cargo in accordance with established standards and expedites movement of priority cargo.

Passenger Services Flight Commander—The passenger services flight determines passenger eligibility; processes inbound, outbound, and in-transit passengers and their baggage; and provides terminal security. The flight commander, sometimes called the passenger service officer (PSO), is responsible for the effective and efficient operation of the passenger terminal, including the quality of service provided to passengers as well as the terminal's interface with the US Customs, Agriculture, and Immigration and Naturalization Services, as well as contract carriers.

Air Terminal Operations Flight Commander—The air terminal operations flight (ATOF) is the hub of the air terminal operation. ATOF is the focal point for aerial port operations and key to effective communications. The flight commander ensures expeditious and efficient movement of cargo, mail, and passengers. The ATOF commander coordinates all ATOF, passenger service, air freight, and fleet service operations. The flight commander represents the squadron commander and the operations officer after duty hours, and whenever the commander deems necessary.

Aircraft Services Flight Commander – Some smaller AMC ports and other units that perform port-type functions have consolidated freight,



Transportation Squadron

fleet, and sometimes passenger services into a single flight referred to as aircraft services.

Fleet Services Flight Commander—

Fleet services flights are located at AMC's larger aerial ports. Like ground crews at civilian airports, the fleet services flight prepares an aircraft for the next flight after the passengers have deplaned. This flight provides direct support services to aircraft and passengers, ensuring a safe, comfortable flight. The flight commander ensures the flight maintains an adequate supply of

consumable items and services aircraft in an efficient and timely manner to prevent late aircraft departures.

- Transportation and CONUS aerial port squadron commanders are responsible for all the transportation functions within their organizations. Generally, majors and above fill commander's billets.

Transportation Flight Commander—At some installations, where many of the transportation functions have been outsourced or where resources aren't of sufficient size or number to warrant a squadron, a transportation flight is formed. You'll typically find all of the traditional ground transportation functions in these flights and the duties of the flight commander often include supervision of contract employees. Often filled by a senior captain or junior major, these positions offer a unique opportunity to manage several transportation functions at once.

Traffic Management Flight Commander—

The traffic management flight (TMF) is split into three major functions for the movement of personal property, personnel, and freight. The flight commander, or traffic management officer (TMO), is often a civilian employee, but there are still a few opportunities for



transportation officers in this area. The TMF provides an interface with many commercial transportation services, including airlines, moving and storage companies, express shippers, and freight forwarders. The cargo

movement section ensures items are properly prepared for safe, economical shipment.

Vehicle Maintenance Flight Commander—The vehicle maintenance flight maintains government motor vehicles and equipment in a safe and serviceable condition. The flight commander, also known as the vehicle maintenance officer, is responsible for the *health* of the base vehicle fleet and ensures a sufficient number of vehicles remain in commission to meet



the wing's mission requirements. Although there are no official officer billets remaining, and senior NCOs and civilian employees are leading these flights, there are still opportunities available for officers at many locations. Some of the activities the flight commander is responsible for include maintenance administration and training, maintenance control and analysis, materiel control, allied trades (paint and body repair), general purpose and special purpose vehicle repair shops (including fire and refueling truck maintenance shops), the customer service center, and occasionally, the contractor operated parts store (COPARS).

Vehicle Operations Flight Commander—The vehicle operations flight provides timely, adequate, cost effective, efficient, and reliable Air Force motor vehicle transportation. The flight commander is responsible for the overall control of vehicles and operators, as well as the efficient and economical operation of the base vehicle fleet. The flight commander is responsible for vehicle dispatch, dispatch support, and fleet management.

Combat Readiness and Resources Flight Commander—The combat readiness and resources flight is responsible for a wide range of activities

related to operating the squadron and maintaining the warfighting capabilities of both the squadron and the wing/base. Among the many functions the flight commander may oversee are: squadron deployment planning and wing training; deployment workcenters; squadron deployment management; Status of Resources and Training System (SORTS) reporting; squadron support agreements management; squadron war reserve materiel (WRM) management; squadron budget; safety, security, and disaster preparedness programs; and facilities management. Since this flight's functions overlap and impact all the other flights in the unit, the flight commander should have a broad range of transportation experience before assuming this position. Overseas, the flight commander generally works for the air mobility support squadron (AMSS) commander.



Staff Bilets

- Once you have gained a solid foundation of technical expertise, you may find a NAF, MAJCOM, joint duty, or HQ USAF staff billet that will put your knowledge to good use. As a transportation staff officer you may be engaged in policy-making; coordinating with other services, agencies, and levels of command; or finding and developing new and better ways to accomplish objectives.

Project Manager

- Another opportunity for transportation officers with technical expertise in multiple transportation functions is as a project manager with the Air Force Logistics Management Agency (AFLMA) at Maxwell AFB, Gunter Annex, AL. Many of the agency's positions require an advanced academic degree, including all of those within the transportation division. The AFLMA is a field operating agency (FOA) of the Air Staff and engages in a wide variety of research studies and projects aimed at improving logistics policies and procedures.

Software Program Manager/Functional Analyst

- Headquarters Standard Systems Group (HQ SSG) at Maxwell AFB, Gunter Annex, AL, has opportunities for transportation officers to get involved in the world of software development, maintenance, and acquisition. Officers in these positions may provide functional expertise for the developers of transportation information systems, or may be a program manager, responsible for the entire program development, maintenance, and fielding effort. The Computer-Aided Load Manifesting (CALM) system, Cargo Movement Operations System (CMOS) and the Automated Fleet Information System (AFIS) are examples of the transportation information systems managed at HQ SSG.

Logistician

Integration of new logistics initiatives and restructuring have altered the logistics support structure by consolidating all logistics Air Force Specialty Codes (AFSC) at the lieutenant colonel authorization level and above into the 21LX or 20C0 logistician AFSC. Today's logistics officers must be more knowledgeable of the whole logistics infrastructure. A diverse background in logistics is essential if your goal is to become a senior logistician. To become a fully qualified logistician, completion of the Advanced Logistics Officer Course and one of the following is mandatory:

- Prior qualification in and possession of two logistics AFSCs, 21X3/4
- Prior qualification in and possession of AFSC 20C0 and one logistics AFSC, 21X3/4
- Prior qualification in and possession of one logistics AFSC, 21X3/4, and AFSC 64P3/4
- Two years' experience in a 21L3/4 position and completion of a logistics bridge course.
- Possession of one logistics AFSC, 21X3/4, with 2-years experience in an operational logistics position and 2-years experience in an acquisition (SEI LLA) or sustainment (SEI LLS) coded position.

*Logistics Group
Commander/Deputy*

- The Logistics Group (LG) Commander and the deputy oversee the logistics plans, transportation, supply, maintenance, and contracting functions for a wing. These positions are normally filled with lieutenant colonels and colonels with a broad background in logistics.

Other Opportunities

Joint/Unified



Logistics Career Broadening Program

Joint duty is key to our warfighting capability and the Air Force places its brightest and best officers in joint duty assignments to ensure the Air Force is well represented in this critical area. A joint-duty tour is a mandatory requirement for promotion to general officer. Officers should consider joint duty early in their field grade career so they do not limit their options when promoted to colonel. To clarify joint positions, not all positions in joint organizations receive what is called *joint duty credit* required to become a Joint Service Officer (JSO). The hiring process for joint duty assignments is similar to all other positions in the Air Force. AFPC advertises all joint billets. However, they are all considered *nominative*. This means the assignment officer reviews the nominees' records and makes a recommendation of a single name to the hiring authority. The hiring authority can reject the person, but must provide adequate rationale. Typically joint billets are in the Unified and Specified Commands. Examples of these commands are Central Command (CENTCOM), European Command (EUCOM), US Transportation Command (USTRANSCOM), etc. The DLA also has some joint assignments for logistics officers

- The Logistics Career Broadening Program (LCBP) is a competitive 3-year program through which participants are trained at Air Force Materiel Command Air Logistics Centers in acquisition logistics and life cycle sustainment support of Air Force weapons systems. Experience in the primary acquisition and sustainment roles of the ALC is gained through a programmed rotation of LCBP officers between each ALC directorate.

HQ AFPC forwards a list of all eligible officers who have volunteered via their preference worksheets to HQ AFMC/DPAO to meet the LCBP Selection Board. Officers must volunteer through HQ AFPC to be considered by the board.

To qualify for the LCBP, individual officers must have the following:

- A history of superior performance and potential for promotion to senior level logistics positions.
- An undergraduate degree in management or a logistics-related area (waiverable).
- Be a captain or major with at least 6 years of commissioned service and no more than 11-years of total active federal commissioned service upon program entry.
- AFSC (21XX, 63A3, and 64PX) at the fully qualified level.

In Phase I, officers move through designated directorates according to each ALC's rotational program. Except for a minimum 3-month rotation

Combat Logistics Support Squadron

Air Force Reserve Officer Training Corps (AFROTC) Instructor

in financial management (FM), participants move through the rotation that each ALC establish. While in each function, participants perform assigned tasks to support mission needs. Rotation within each function is desirable, but rotations must give participants time to produce and learn through experience. The rotation must also provide knowledge of primary directorate functions. Phase II begins with the officer's assignment to an ALC authorization for at least 1 year. The assignment may be in the officer's primary career field or a related field and in either the officer's home directorate or a different directorate, depending on available opportunities and ALC needs.



Each career-broadening officer sends a Phase II job proposal to the ALC Program Guidance Committee chairperson at least 90 days before completion of Phase I. The chairperson checks the proposals to ensure they include managerial responsibilities and opportunities for the participants to use experience gained in Phase I. If approved by the chairperson, the job proposals become part of the participants' curricula.

For more information please refer to AFI 36-2111, *The Air Force Logistics Career Broadening Program*.

- Combat Logistic Support Squadrons (CLSS) provide an excellent opportunity for all logistics officers. The mission of the CLSS is to provide rapid aircraft battle damage repair, augmentation for supply and surface freight management operations worldwide. Located at Air Logistics Centers, CLSSs also provide depot level maintenance, crash recovery/damage repair, limited standard base supply system operation augmentation, surface freight operations, and rapid area distribution support.

- A ROTC instructor is responsible to train, recruit, educate, and motivate cadets in a pre-commissioning environment. The two separate duties to be assigned to as a ROTC instructor are as follows:



Assistant Professor of Aerospace Studies (APAS)—An APAS recruits, trains, motivates, and counsels highly qualified young men and women as prospective Air Force officers. They instruct a junior-level college course on Air Force Leadership and Management and integrate

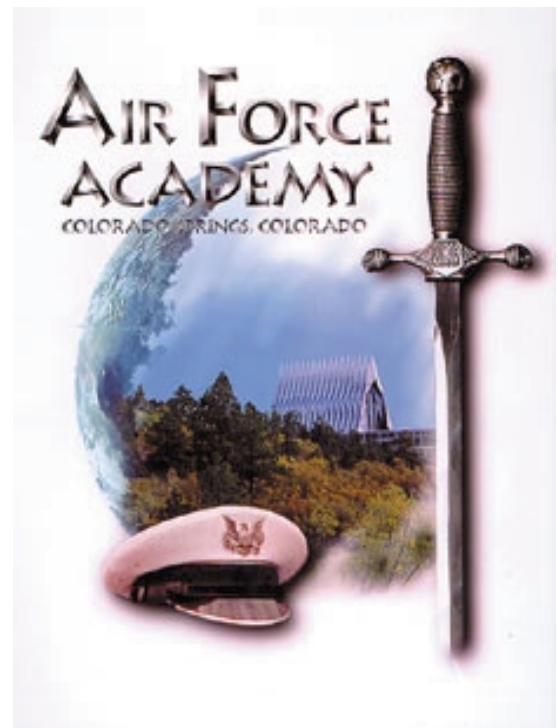
US Air Force Academy Air Officer Commanding

US Air Force Academy Academic Instructor AETC Instructor Positions

both written and verbal communication skills into classroom learning. The APAS also provides leadership training, military discipline, and educational and career guidance to AFROTC cadets.

Regional Director of Admissions (RDA)—The RDA manages AFROTC recruiting activities and the College Scholarship Program in a specific geographical area, to meet specific officer production goals. The RDA trains and monitors the recruiting efforts of the Joint Recruiting Team consisting of 5 Unit Admissions Officers, 50 Academy Liaison Officers, and 28 members of the USAF Recruiting Service. They maintain direct contact with and secure support of community leaders and key educators in 500 high schools and 17 colleges and universities. The RDA also evaluates performance and provides assistance to 16 AF Junior ROTC units involving 1,600 high school cadets.

- An Air Officer Commanding (AOC) at the Air Force Academy commands a squadron of approximately 110 officer candidates and directly supervises one NCO. An AOC leads, teaches, and evaluates cadets through all aspects of cadet and military life, designed to follow or parallel operational USAF practices. The AOC also enforces standards and exercises disciplinary action as appropriate. As the primary role model and mentor in the formation of cadet leadership skills and professional qualities, the AOC guides the cadet chain of command in maintaining high standards of discipline, developing unit esprit de corps, implementing training programs and counsels cadets individually and as a group.



-An Air Force Academy Academic Instructor teaches, plans, organizes, and supervises courses in undergraduate college-level courses offered to cadets. They are also responsible for conducting and managing research projects for MAJCOMs and the Air Staff.

- Logistics officer instructors are assigned to AETC and perform a controlled tour of duty educating officers assigned to their functional

Exchange Officer Program

Transportation

expertise throughout the Air Force. As an instructor, you are tasked to educate and train new logistics officers.

- A few transportation officers get the opportunity to work with other nations, advising on transportation and distribution and/or other logistics



matters. Some of these assignments require special language competency and other special requirements. Be sure to get all the details before applying.

Aircraft Maintenance

- Aircraft maintenance officers also have the opportunity to participate in an officer exchange program in a foreign country. USAF maintenance officers advise the host nation commander on maintenance and modification of aircraft and associated equipment. You will be responsible for aircraft maintenance production, staff activity, and related materiel programs as you would in an USAF organization. Officers desiring to participate in the exchange program must have considerable weapon system knowledge to be able to operate autonomously in a foreign country, as well as an understanding of the cultural diversity they may be exposed to during the assignment. Further guidance on this program can be found in AFI 16-107 *International Personnel Exchange Program (PEP)*.

Logistics Plans

- Logistics plans officers also have the opportunity to participate in an officer exchange program in a foreign country. They are often responsible for policy plans of out-of-area operations and major exercises and managing the sustainment of deployed forces with people and equipment. They participate in pre-deployment surveys to assess logistic aspects of sustained airlift operations abroad and advise the senior officers concerning maintenance and logistic matters.

Supply

- Supply officers have several opportunities to serve as exchange officers. They often work in staff billets within foreign militaries. They also work

Air Force Fellowship Program

in the foreign depots working supply issues and advising senior officers concerning wholesale level logistics. More information concerning the for foreign officer exchange program can be found at <http://afas.afpc.randolph.af.mil/CareerBroad/pep.html#INTERNATIONAL>.

- Each year, the Air Force assigns a small number of carefully chosen experienced officers to serve a 1-year tour at distinguished civilian institutions studying national security policy and strategy. HQ USAF sponsors four programs: The Air Force National Defense Fellows (NDF) Program, the RAND Fellows Program, the National Security Fellows (NSF), and the Air Force Legislative Fellows. In addition, Air Force officers might also serve as Secretary of Defense (SecDef) Fellows, or members of the Secretary of Defense (SecDef) Strategic Studies Group. In addition, the Air Force Fellowship Program supports a military fellow at the Council on Foreign Relations (CFR).

The AF Fellows function as liaisons between the Air Force and the national security affairs community. AF Fellows are usually designated by the center as an adjunct member of their faculty or staff. AF Fellows assigned to universities can expect to be asked to teach a course, lead graduate seminars, or conduct forums related to defense policy or their field of expertise. Past experience indicates these are excellent opportunities to provide *real-world* experience within the academic environment.

For more information on the Air Force Fellowship Program, see the AFFP Web site at: <http://www.au.af.mil/au/hq/aff/>.

- After gaining technical expertise in the field, you may have the opportunity to serve on a Numbered Air Force or Major Command IG team. IG team members evaluate performance and provide assistance to units during Operational Readiness Inspections, Staff Assistance Visits, etc. There are also limited opportunities for logistics officers on the Air Force IG team, which focuses more on Air Force-wide process problems through management reviews.

Inspector General (IG) Team Member



Education and Training



AFCAT 36-2223 *USAF Formal Schools* lists most (if not all) of the education and training opportunities available to logistics officers to include initial technical training schools. Later in an officer's career, advanced management courses are available to captains and above, senior enlisted personnel, and civilians. Below are brief descriptions of some of the more common courses.

They are broken out by functional area for ease of reference. Following each type of education and training is a chart referencing the course and website for more information.

Aircraft Maintenance

Aircraft Maintenance Officer Course (AMOC)

- AMOC is located at Sheppard AFB, TX and is designed for entry-level maintenance officers as well as international officers. It is the initial training course for basic qualification in the career field. AMOC covers maintenance processes, maintenance scheduling, supply, sortie production, indicators, contingency/deployment planning and execution, and special emphasis on safety and mishap prevention. Upon completion of the 14-week course you will be awarded the 21A1 AFSC.

Aircraft Maintenance Officer Course (Bridge)

- Logistics officers broadening into the aircraft maintenance career field will attend a 4-week course taught at Sheppard AFB, TX. This course is intended to provide seasoned logistics officers the basics of aircraft maintenance processes, maintenance scheduling, supply, sortie production, indicators, contingency/deployment planning and execution, and special emphasis on safety and mishap prevention.

Specialized Course (SC) 021A1

- Completion of this course is now a mandatory prerequisite for students attending the bridge course in-residence.

Volume 1, *General Maintenance*, deals with maintenance issues that are applicable across the whole maintenance spectrum of flightline and support shop maintenance. It covers such areas as organizational structures, types of maintenance, and the logistics involved with aircraft maintenance.

Volume 2, *Flightline Maintenance*, covers maintaining aircraft and aircraft systems.

Volume 3, *Munitions Maintenance*, discusses munitions management, responsibilities of the MASO, and munitions principles. Due to the recent inclusion of the munitions maintenance and weapons safety specialties in the 21MX career field, Volume 3 may no longer be included in the ECI 021A1 Specialized Course. Training standards are currently being re-written by HQ USAF. Enrollment information may be found through the

Air Force Institute for Advanced Distributed Learning's website located at the Air University's homepage.

*Company Grade
Accelerated Course*

- This course is designed for rated officers broadening into maintenance and ANG/AFRES officers with prior aircraft maintenance experience. This is an AFSC awarding course that covers much of the same information as the basic AMOC course in a 4-week format.

*Field Grade
Accelerated Course*

- This course provides training for field grade officers broadening into the aircraft maintenance officer career field. This is an AFSC awarding course that covers much of the same information as the basic AMOC course in a 4-week format.

Many MAJCOMs offer courses developed to provide junior aircraft maintenance officers with pertinent aircraft maintenance management information. These courses build upon an officers limited exposure to the aircraft maintenance arena and their initial qualification through completion of AMOC. You may refer to your unit/group-training monitor for an additional list of training opportunities. Please remember that most quotas for formal schools are allocated through the Major Command (MAJCOM) and/or numbered air force.

*Aircraft Mishap
Investigation
Course (AMIC)*

- Taught at Kirtland AFB, NM, this course trains officers and civilians in aircraft mishap investigation procedures; analyses of human and material factors involving aircraft systems and power plants. Graduates of this course may become the maintenance representative in a formal Class A flight mishap investigation board. MAJCOM safety offices will consolidate attendee information.



*Jet Engine Mishap
Investigation
Course (JEMIC)*

- Taught at Sheppard AFB, TX, this course is designed for selected officers and senior NCOs from the different services. The course also provides training for flying safety officers and civilians in the duties of a safety investigator board member or as an advisor. The scope of training includes engine construction and operational principles as needed for engine mishap investigation; policies and procedures of aircraft mishap investigations, and analysis of related in-flight/post-impact damage.

*ACC Flightline
Maintenance
Officers Course*

- This course provides valuable information needed for aircraft maintenance officers to more effectively manage a flightline under the decentralized maintenance concept. Curriculum includes flight organization and leadership, roles and responsibilities, aircraft scheduling and scheduling effectiveness, aircraft status, conventional generation management planning and execution, stock fund management, supply, and other maintenance programs. Highlights include an exchange of ideas and experiences between students with varying backgrounds. The class is designed for lieutenants and captains who have attended AMOC,

***ACC Maintenance
Training
Management
Course***

completed the Maintenance Officer Training Program (MOTP), and have between 18 and 36 months experience on the flightline.

- This course provides required management training techniques to assist the technician in making effective decisions on the job. Course content includes the duties and responsibilities of unit training managers to include scheduling, as well as the flights overall purpose. Applicable ACC directives and publications are correlated with course content. Problem solving exercises and communicative skills are integrated throughout the course. Students will have the opportunity to apply their new skills and knowledge in a classroom environment. This course is intended for officers performing the duties of maintenance training flight commander.

***AMC Maintenance
Officers Course***

- This course provides junior aircraft maintenance officers with pertinent aircraft maintenance management information. The curriculum addresses perspectives on maintenance officer responsibility, aircraft maintenance management per AMCI 21-101, *Maintenance Management Policy*, ORI inspections, maintenance analysis, HQ AMC/LG logistics readiness division, environmental issues, maintenance training, career progression, supply, mobility operations, process improvement and control, aircraft scheduling, and health of force issues.

***Depot Maintenance
Inter-service
Support Agreement
Course (DMISA)***

- This correspondence course explains the work of the joint logistics commanders (JLC), and of the Joint Policy Coordinating Group on Depot Maintenance (JPCG-DM). It illustrates how these groups improve the efficiency of DoD depot maintenance programs. Once students enroll in the program, they must complete the course within 90 days of receiving course materials.

Contracting

Basics of Contracting

- Fundamentals of Contracting is a survey course encompassing the entire contracting process from receipt of a purchase request through contract completion including close-out. This course introduces students to the organization and use of the Federal Acquisition Regulation (FAR) and the DoD Supplement to the FAR (DFARS), as well as ethics and basic contract law. The course is designed for students new to the contracting workforce, either entry-level personnel or crossovers from other career fields.

Principles of Contract Pricing

- This course provides entry-level contracting personnel with a solid foundation for price analysis, cost analysis, and negotiation techniques. It is required for Level I contracting certification. This course provides essential fundamentals for studying and practicing price, cost and proposal analysis and includes such topics as: use of market research, sources of data for analysis application of price-related factors, methods for analyzing direct and indirect costs, and methods for performing profit analysis.

Intermediate Contracting

- The Intermediate Contracting course presents experienced contracting personnel with an intensive examination of the life-cycle phases of contracting, including the pre-award phase of contracting, post award contract administration, and contracting problem analysis and resolution. Major course topics include acquisition planning, contracting methods, contract administration including contract surveillance and quality assurance, financial management, terminations, and disputes resolution.

Intermediate Contract Pricing

- The Intermediate Contract Pricing course both reinforces pricing skills taught in the fundamentals course and develops skills in price analysis, advanced pre-award pricing decisions, post-award pricing decisions, and general contract pricing issues. The course is primarily quantitative in nature, focusing on statistical and economic analysis tools and their application.

Government Contract Law

- This course provides an understanding of the impact of Government Contract Law on daily decision making in acquisition. It introduces basic legal principles and sources of contract law as they apply to the Government's acquisition of supplies and services, as well as construction services. Students discuss court cases and administrative decisions (General Accounting Office, Boards of Contract Appeals) with emphasis on how the law affects the government/contractor interface and how to avoid legal disputes and maintain ethical business relationships.

Overhead Management of Defense Contracts

- The Overhead Management of Defense Contracts course includes coverage of both introductory and advanced overhead management

*Cost Accounting
Standards
Workshop*

concepts. The course emphasizes the overhead process, rate development, final rate determination, pricing applications, cost accounting standards, cost principles, cost monitoring, contract administration and ethical principles.

- The Cost Accounting Standards Workshop provides detailed, hands-on instruction in the various aspects of Public Law (PL) 100-679 to include the rules and regulations of the Cost Accounting Standards Board, the Cost Accounting Standards (CAS), and disclosure statements. Students learn to solve problems and gain a working familiarity with DoD policy relative to the implementation of CAS requirements, administration and contract adjustments for new standards, noncompliance and interest assessments, voluntary changes, and ethics.

*Contingency
Contracting*

- The Contingency Contracting course is designed to develop the skills necessary to provide direct contracting support to joint tactical and operational forces participating in the full spectrum of military operations and armed conflict, both domestic and overseas. Topics include: laws and regulations unique to contingency operations; the roles and responsibilities of the Contingency Contracting Officer in joint operations; unique financial and appropriations issues; selecting, justifying; and executing the appropriate contractual instrument to meet common contingency requirements; and the administration, termination and close out of contingency contracts.

*Advanced Contract
Pricing*

- This is the third course in the DoD curriculum of courses in cost and price analysis for pricing and procurement personnel. The course examines statistical analysis, regression analysis, and computer applications. It teaches application of quantitative techniques, including the evaluation of parametric estimating techniques, in estimating and analyzing individual elements of cost and total price. Computer applications are used throughout the course to teach and study statistics, simple linear regression, multiple regression, and decision risk analysis. The course emphasizes quantitative techniques used in estimating and analyzing elements of cost and the application of these techniques in solving comprehensive problems and cases.

*Contractual
Aspects of Value
Engineering*

- Value Engineering (VE) is a systematic effort directed at analyzing the functional requirements of a system, equipment, facility, procedure, service, or supply item to achieve essential functions at the lowest overall cost. DoD contracting personnel and others involved in VE are exposed to basic concepts and definitions, Value Engineering Change Proposal preparation and evaluation processes, VE contract clauses, types of savings, techniques for calculating savings, and the relationship of VE to other incentives contained in the contract and subcontracts.

*Simplified
Acquisition
Procedures*

- The Simplified Acquisition Procedures (SAP) Course is intended to train the DoD acquisition workforce on the significant changes created by the

*Information
Technology
Contracting*

Federal Acquisition Streamlining Act of 1994, the Clinger-Cohen Act of 1996, and the revised FAR Part 13 procedures on simplified acquisition. This course is one of the first of a new generation of web-based training environments, combining interactive computer-based training with performance support re-source access, provided by the world-wide web.

- The Information Technology Contracting course increases the knowledge and skills of intermediate contracting personnel involved in the acquisition of Information Technology (IT) resources. Students learn to review IT acquisition data, develop the acquisition plan, select appropriate contract type, and evaluate and select a program for award.

*Architect-Engineer
Contracting*

- The Architect-Engineer (A-E) Contracting course focuses on the unique aspects of contracting for professional A-E services. Students cover issues across the contracting spectrum, including acquisition planning, source selection, proposal analysis, contract award, and contract management. Specific topics and practical exercises also include the Brooks Act, the selection process, review of government estimates, liability, Title II services, and modifications.

*Construction
Contracting*

- This course focuses on the unique aspects of construction contracting. Specific topics and practical exercises also include project planning, funding, environmental concerns, reviews of government estimates, overhead calculations, contractibility reviews, labor laws, bonds, partnering, design/build, turn-key, job order and other task order construction contracts, pre-construction meetings, quality control and assurance, modifications, time and delay analyses to determine equitable adjustments, constructive changes and remedies, acceleration determination, and liquidated damages.

*Executive
Contracting*

- The Executive Contracting course is a unique forum for senior personnel in the contracting career field to examine a wide range of acquisition issues. Through guest speaker lectures, discussions, workshops, and a Capitol Hill visit to observe Congressional activities, this course provides an intensive executive-level view of current issues and events in acquisition and in particular, contracting. Topic areas cover contracting policy (DAR Council, Office of Procurement Policy (OFPP), current, actual and proposed changes, and changing technologies; external forces (SBA, GAO, DODIG, and legislative statutes); and work environment.

*Management for
Contracting
Supervisors*

- The Management for Contracting Supervisors Course is designed for first-line supervisors assigned to acquisition/contracting positions within the federal government. The course concentrates on numerous DoD management issues formulated within a variety of pre-award and post-award risk management scenarios that challenge acquisition professionals. Participants use the integrated case study method, critical incidents, small group interaction and other teaching methods to assess and interpret the variables that affect contract performance and successful mission

accomplishment in DoD procurement. Case scenarios are supplemented and reinforced by other techniques and issues that may be raised by students during the class. Participants are encouraged to apply their experience and expertise to the course, and to share/expand their knowledge of acquisition, procurement and management techniques. Participants are also encouraged to exchange visionary ideas on ways to continuously improve mission accomplishment.



Logistics Plans

Logistics Plans Officer Course

- Completion of the Logistics Plans Officer course is mandatory. The course provides operational training for Air Force, Air Reserve, Air Guard, Air Force Civilian personnel, and International Students in AFSC 21G1. It provides basic knowledge and skills necessary to perform logistics planner duties at the wing/base level. Each logistics plans officer is expected to attend the 4-week course at Lackland AFB, TX. Individuals with no prior operational logistics experience should attend AFIT's Introduction to Logistics course (LOG 199).

Contingency Wartime Planning Course

- The Contingency Wartime Planning Course (CWPC) teaches the basic planning process to war planners of all levels and specialties.

Joint Doctrine Air Campaign Course

- The Joint Doctrine Air Campaign Course (JDACC) was established in 1991 to teach officers to plan the air portion of a joint/combined campaign plan.

Joint Special Operations Air Component Course

- The Joint Special Operations Air Component Course (JSOAC) provides students with doctrinal concepts and procedures necessary to serve as members of a JSOAC.

Defense Regional Inter-Service Support Course

- The Defense Regional Inter-Service Support (DRIS) Course is taught by the Army Logistics Management College at Ft Lee, VA. The course covers interservice, interdepartmental, and interagency support agreement management and focuses on policies and procedures, organizational functions and responsibilities, and support and reimbursable procedures.

Joint Planning Orientation Course

- The Joint Planning Orientation Course (JPOC) provides an overview of procedures and techniques used during deliberate planning and time-sensitive planning. Focuses on the Joint Operations, Planning, and Execution System (JOPES) players, processes, and procedures.

JOPES Users Course

- This JOPES Users Course is designed to provide functional training and procedural information on how to conduct joint planning and execution using JOPES and train personnel in the use of JOPES ADP (automated data processing) and associated WWMCCS (Worldwide Military Command and Control System).

GCCS User Introduction Course

- The Global Command and Control System (GCCS) User Introduction Course is designed to provide familiarization training on office automation, email, message handling, and various other desktop applications that make up the environment.

Army Logistics Introductory Course

- The Army Logistics Introductory Course introduces the student to the basic areas of Army supply, maintenance, transportation, and field services starting at the national command level down to the using unit in the field.

Munitions and Missile Maintenance

Munitions Maintenance Officer Course (MMC)

- This course provides initial skills training for Air Force accessions coming into the munitions maintenance officer career field. The scope of training for munitions maintenance officer includes personnel, Air Force Publications Systems, organization/functions, communication techniques, logistics, status and measurement, financial management, environmental protection, operations, Air Force programs, munitions allocation and accounting, support equipment, aircraft armament, weapons systems accessories, munitions, munitions safety and security.

Missile Maintenance Officer Course (MMOC)

- The Missile Maintenance Officer Course provides students the skills and knowledge to perform the duties of a missile maintenance officer. Limited hands-on training is provided on representative trainers in the 21MX AFSC.

Nuclear Maintenance Officer Course (NMOC)

- AETC is revising the course under the 21M restructure and will teach the new curriculum in late Mar 01. NMOC is designed to be a trailer course for officers graduating from MMC/MMOC if their target assignment is to a nuclear munitions-capable unit. Cross-flow officers will also attend NMOC prior to assignment to nuclear munitions duties. Attendance at this course will be mandatory for officers performing maintenance activities on aircraft or weapons with a nuclear capability. Topics in this 2-week course will include capabilities, environmental concerns, limitations and basic operating principles of nuclear weapons and warheads, nuclear armament systems, nuclear surety, record keeping of nuclear weapons, and related handling and support equipment.

AFCOMAC

- The Air Force Combat Ammunition Center (AFCOMAC) at Beale AFB, CA, conducts training in combat planning, munitions distribution systems, development of conventional munitions plans, combat production concepts, production tasking, practical assembly of tasked munitions, and a mass production exercise. AFCOMAC also conducts a senior officer orientation (SOO) course designed to provide senior officers (major and above) and civilian equivalents, in logistics and operations career fields, an orientation in the techniques involved in mass munitions planning and production. The SOO course also exposes the attendees to the magnitude of effort necessary to sustain a deployed composite wing with munitions.

Space Launch Maintenance Course

- The Space Launch Maintenance Course provides training for selected Air Force technicians with AFSC's 2M071, 2M072, 2M073 and officers in the 21M career field. The scope of training includes familiarization of spacecraft, launch vehicles and subsystems, spacelift fundamentals, contractor interface/relations, and launch operations management. The Atlas, Delta, and Titan systems are presented in detail. Current DoD satellite systems are presented and correlated with their appropriate launch vehicle system.

*Munitions
Maintenance Officer
Bridge Course*

- This course will provide training for officers cross-flowing from another logistics specialty into the AFSC 21MX. The scope of training for this course includes environmental protection, operations, Air Force programs, munitions allocation and accounting, support equipment, aircraft armament, weapons systems accessories, munitions, munitions safety, and security.

*Weapons Safety
Manager (WSM)
Training*

- “WSM training is required for all officers assigned to a wing-level weapons safety position. Officers will not be assigned duty as a wing-level weapons safety manager without at least 4 years of munitions experience. Once selected, the Weapons Safety Officer (WSO) would serve one weapon safety tour of 3 years, then preferably return to a maintenance-related assignment. The WSM course is taught by AETC at Lackland AFB, TX”.

Supply

Supply Operations Officer Course

- This course provides training for supply officers in the management of the Standard Base Supply System (SBSS). Each supply officer is expected to attend the 12-week course at Lackland AFB, TX within 6 months of entering the career field. Officers whose first assignment is at base level are expected to spend the first 90 days in an orientation program to familiarize them with various aspects of a field-level supply organization. Officers not initially assigned to base supply should also become as familiar as possible with supply operations prior to attending this course.

Supply Operations Officer (Bridge) Course

- Logistics officers that crossflow into Supply will attend a four-week bridge course. This course provides the same SBSS management training as the 12-week course minus the orientation information for the new officers.

Supply Operations Officer Course, ARF-Phase I

- This course consists of the first seven blocks of the basic Supply Operations Officer Course and is intended for Air National Guard and Air Force Reserve personnel.

Supply Operations Officer Course, ARF-Phase II

- This course consists of the final six blocks of the Supply Operations Officer Course and provides additional SBSS management training for officers.

Advanced Supply Management Course

- This course is designed to give officers and senior enlisted personnel the knowledge and skill required to perform their duties as SBSS managers.

Also found in AFCAT 36-2223, *USAF Formal Schools* is the

US Army Logistics Management College (USALMC) Courses

- The US Army Logistics Management College (USALMC), Fort Lee VA 23801, conducts courses in wholesale logistics which are available to selected Air Force personnel. Course descriptions, prerequisites, and administrative procedures are in the Defense Management Education and Training Catalog, DoD 5010.16-C. USALMC course numbers and titles with corresponding Air Force course numbers and PDS codes are listed below for cross-reference to that catalog.

Transportation

Basic Transportation Officer Course

- This course provides training to perform transportation officer duties. The scope of training includes organization of Air Force transportation functions; national transportation policies; USAF policies and public law relating to transportation activities; missions of various transportation organizations; and the processes, procedures and relationships between workcenters. Students also learn about automated systems for operating an air terminal, traffic management, vehicle operations, and vehicle maintenance flights.

Transportation Officer Bridge Course Transportation Combat Readiness and Resources Course

- This course provides training very similar to the course above.

- This AETC course at Lackland AFB, TX provides training in base-level combat readiness and resources functions. It includes basic functions and responsibilities, wartime and contingency planning concepts, deployment operations, and resource management, to include WRM, resource management accounting systems, manpower and personnel process, and facility planning.

The following courses are offered by AMC's Air Mobility Warfare Center at Fort Dix, NJ. These courses are very helpful for transportation officers entering their first assignment with AMC or units with similar functions.

Air Mobility Operations Course

- This course is for senior captains and above who are en route to air mobility assignments requiring planning knowledge of strategic deployment and theater air mobility relationships. It stresses how AMC, as the global reach arm of the Air Force, employs air mobility strategy and doctrine in support of US national defense objectives. It also provides hands-on exposure to crisis planning and air mobility concepts.

Air Transportation Managers Course

- This course prepares selected officers and NCOs for management positions in AMC-owned and -operated air terminals. Training includes familiarization with all aerial port management functions including the management of budget and resources unit manpower, and civilian personnel. Detailed instruction is provided in deployment operations. Strong emphasis is placed on upgrading overall career field knowledge through instruction in contracting, vehicle management, record management, passenger and cargo movement management, Air Reserve Component, and terminal security.

Aerial Port Operations Course

- This course provides supplemental training in the knowledge and skills necessary to perform duties in AMC-owned and operated aerial ports, with additional familiarization training on automated systems that support these duties. Training prepares students for duty within various aerial port work centers, such as the air terminal operations flight, cargo processing, and special handling sections. Subjects include command/port structure,

***AMC Affiliation
Program Airlift
Planners Course
(AMCPAM 36-1)***

automated systems, standard movement procedures, special/hazardous cargo, mission/load planning, center of balance, roller limitations, air inbound processing, data base management, passenger support, customer relations, automated systems, travel eligibility, terminal briefings, passenger registration, flight setup, baggage services, passenger comfort, border clearance, flight processing, anti-hijacking, funds management, mishandled baggage, and data records.

- This course indoctrinates unit movement officers and supervisory personnel in the airlift planning and execution of joint combat airlift operations. Instruction includes AMC and Civil Reserve Air Fleet (CRAF) aircraft capabilities and limitations, transported force responsibilities, Arrival/Departure Airfield Control Group (A/DACG) duties, equipment weighing and marking procedures, equipment palletization requirements, aircraft weight and balance, load planning, shoring, inspection and marshalling techniques, and documentation (cargo and passenger manifesting) requirements. This course is normally conducted at various sites by an AMC training team. POC: HQ AMC/DOOM, DSN 576-3392

GTN Users' Course

- Designed to provide a basic working knowledge of how to retrieve data using the Global Transportation Network (GTN), this is a 3-day course taught by USTRANSCOM at Scott AFB, IL.

***Introduction To
Transportation
Management***

- This course deals with the broad aspects of the transportation systems of America, development of transportation regulations, carrier facilities and services, fundamentals of traffic management, and new developments in the transportation industry. Offered by the US Navy Supply Corps School, Athens, GA.

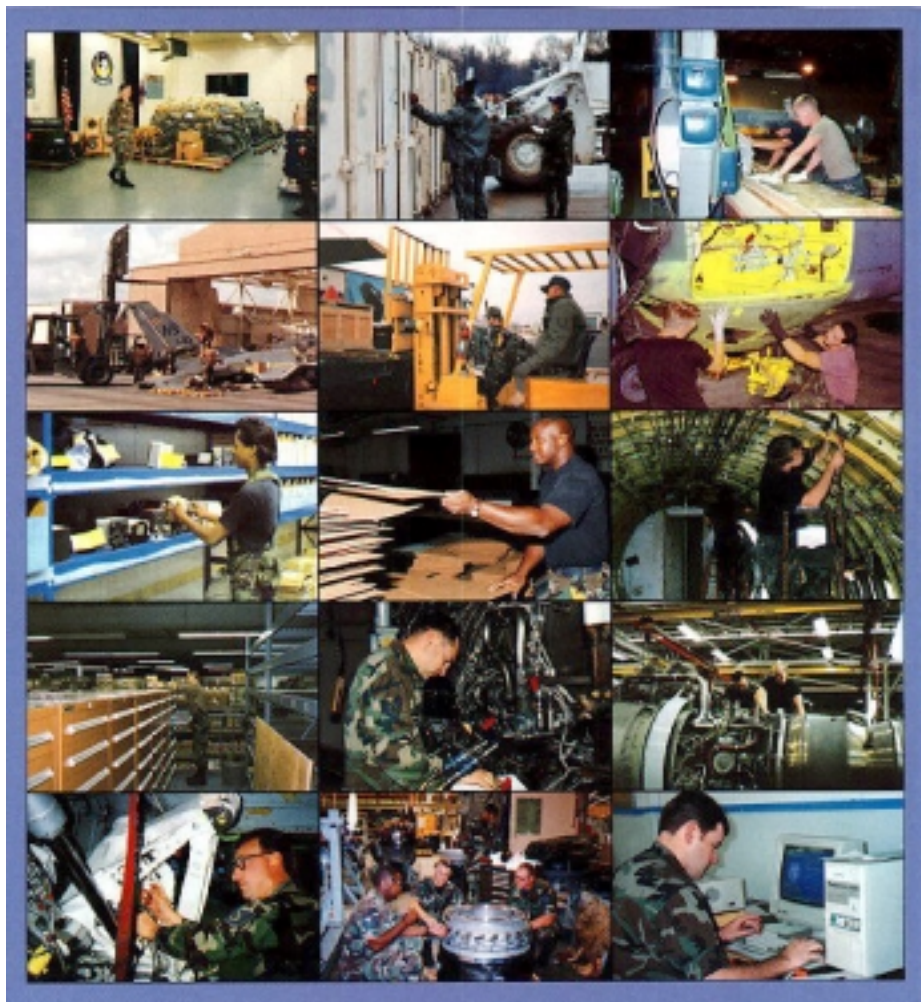
The US Army Defense Ammunition Center and School, the US Army Transportation School, and the US Navy Supply Corps School offer other classes. Consult AFI 36-2223, *USAF Formal Courses*, for comprehensive coverage of all available courses.



Logistician

Advanced Logistics Officer Course (ALOC)

- The Advanced Logistics Officer Course provides the skills and knowledge required to apply integrated approaches to logistics disciplines in support of war-fighting, operational and training requirements. ALOC is mandatory for field grade officers to attain full qualification in the logistician AFSC 21L3/4. Attendees must be a major or above, serving in or possessing a core logistics AFSC 21XX or 64PX. The course is taught at Lackland AFB, TX.



Professional Continuing Education

AFIT In-Residence

It is important to continue your education beyond a baccalaureate degree. Your undergraduate studies and your present job should drive what you study and how you go about achieving the graduate degree of your choice. Discuss your options with your local education office and your supervisor. There are three common avenues for pursuing a graduate degree while on active duty. An officer can apply to the Air Force Institution of Technology (AFIT) in-residence program, AFIT at a civilian institution program, or attend graduate classes during off-duty time either on-base or in the community where you are assigned.

- The Air Force Institute of Technology (AFIT) offers a Masters of Science with programs emphasizing acquisition logistics management, contract management, cost analysis, acquisition management, logistics management, air mobility, supply management, systems management, and transportation management. These programs equip students with the skills to perform effectively as middle and upper managers in any of a variety of Air Force and defense logistics organizations. Students are permanently assigned to Wright-Patterson AFB, OH for the duration of the 18-month program. Graduates incur a 3-year active duty service commitment (ADSC) assigned to an advanced academic degree (AAD) position. AAD positions are those that require the special training associated with a graduate degree. One benefit of AFIT in-residence is the focus on AF and DoD logistics issues. Only a few civilian institutions offer graduate logistics degree programs and they lack the military emphasis.



AFIT at Civilian Institution

- There are graduate degree programs that AFIT in-residence does not offer. To accommodate these programs, an officer can apply to attend a civilian university which offers the degree desired. Civilian Institution (CI) programs manage education at the bachelor's, master's, and doctorate levels. Additionally, the AFIT Graduate Programs Division administers a number of special graduate/ post-graduate degree programs in advanced education. These programs provide higher education in areas where requirements exist but the curricula are not available at the AFIT residence schools. Among the curricula offered are civil engineering, industrial engineering, chemistry, systems technology, information sciences, photographic sciences, meteorology, criminology, industrial psychology, etc.

Instructor Programs

- When qualified officers with advanced degrees are not available to fill projected vacancies at the Air Force Academy, Air University, and AFIT, the respective schools nominate individuals to attend AFIT in preparation for a faculty or staff position. Upon Headquarters Air Force Personnel Center (AFPC) approval, the appropriate AFIT/CI program manager coordinates school selection with the sponsoring agency.

Educational Delay Program

- This program enables recent AFROTC graduates to complete graduate work prior to entry on active duty. Students continue their education at their own expense in academic fields approved by the Air Force.

Scholarship and Grant Programs

- An officer or officer candidate who has won a scholarship or grant from a civilian institution in open competition may apply for permission to accept the offer. The advanced degree sought under this program must be one for which there is a valid Air Force requirement.

Education With Industry (EWI)

- This program is a 10-month, non-degree internship program sponsored jointly by AFIT and leading industries and government agencies throughout the country. The EWI program is designed to give selected Air Force officers an insight into the operation and management of a civilian organization with emphasis in their specialty area. This includes developing qualities and abilities necessary for effective acquisition management and professional or technical leadership. Since an individualized program is the intent of EWI, each company is encouraged to establish a program unique to it and to the needs of the student. Application for this program is made through individual assignment officers at AFPC or civilian equivalent.

The Industrial Development Education in Acquisition (IDEA) Program

- The Industrial Development Education in Acquisition (IDEA) Program is a short-term program, which is designed to improve acquisition relationships between the government and major contractors. The program places highly experienced officers and civilians in nine acquisition stalls (contracting management, program management, test & evaluation, manufacturing, comptroller, acquisition logistics, engineering, science & technology and communications-computer) with various defense contractors for 5 to 6 months. These selected Air Force personnel are provided an opportunity to experience, up close and personally, the rewards and pitfalls of a defense contractor in an era of declining budgets and layoffs. Upon completion of the program, all students are required to write a publishable paper on either a specific topic in their areas of expertise or an article summarizing their ideas for improving government or industry processes, based on their work with industry.

The STREAMLINE Program—The STREAMLINE Program is a short-term program, which is designed to improve acquisition relationships between the government and major contractors. The program places highly experienced contracting officers and civilians with various civilian contractors for 5 to 6 months. Upon completion of the

program, all students are required to write a report summarizing their ideas for improving government and/or industry processes, based on their work with industry.

Air Force Special Professional Continuing Education Program—This program provides specialized continuing education courses at civilian institutions for Air Force officers and civilians of equivalent grade. Courses range from 3 days to 11 weeks in such areas as aerospace safety, aerospace test facilities, area studies, communications, advanced management, religion, substance abuse, software management, and transportation. Current courses are listed in AFCAT 36-2223 *USAF Formal Schools*.

Local Graduate Programs

- You may also attend a graduate program at a civilian institution in your local community. Also, some civilian universities have agreements with their local Air Force Base that makes it convenient for active duty members to attend classes on base during their off-duty time. In most instances, the local universities have special programs intended to meet the unusual requirements of the typical military member. The Air Force offers financial aid for these programs through the Tuition Assistance Program.

Tuition Assistance (TA)

- The Air Force offers tuition assistance (TA) to active duty members in which the service will pay 75 percent of your tuition. In return for the tuition assistance, you will incur an ADSC of 2-years from the completion date of the class. TA does not cover the cost of books and other fees incurred and won't cover another degree equivalent to one you've already earned. However, TA will pay for any prerequisite classes to enter a higher-level degree program. Additional information about local university degree programs and TA may be obtained from your local base education office.

GI Bill

- Many new officers may still be eligible for Montgomery GI Bill benefits to continue their education. The GI Bill is offered through the Veterans Administration (VA) and is available to those members who DID NOT receive some form of ROTC scholarship or graduate from the Air Force Academy. Unfortunately, you are only offered to enroll for the GI Bill once. If you decide to not enroll in the program, it will not be offered to you again in the future. You may use your entitlements for any accredited program. GI Bill information can be found in VA Pamphlet 22-90-2, *Summary of Educational Benefits*, available at your local educational office or on the VA homepage.

Acquisition Professional Development Program

The Defense Acquisition Workforce Improvement Act (PL 101-510, 1990) required DoD employees with less than 10 years of acquisition experience to meet certain educational standards. The Defense Acquisition University (DAU) provides a highly structured sequence of courses needed to meet the mandatory and desired training standards established in DoD 5000.52-M, *Career Development Program for*

Acquisition Personnel. In many cases, prerequisite courses are identified. Students are expected to be competent in prerequisite knowledge and skills. Descriptions of the levels of certifications follow:

Level I courses provide fundamental knowledge and establish primary qualification and expertise in the individual's career field, job series, or functional area.

Level II emphasizes functional specialization. Courses at this level enhance the individual's capabilities in a primary specialty or functional area.

Level III acquisition training emphasizes managing the acquisition process and learning the latest methods being implemented in a career field or functional area.

Each of these levels typically corresponds to particular civilian or military grades that are defined by a military department or agency. However, grade is not generally a requirement for course enrollment.

The current class schedule, list of training representatives, and other useful information regarding acquisition career management is available through the Air Force Director of Acquisition Career Management (DACM) World Wide Web site at:

http://www.safaq.hq.af.mil/acq_workf/training, or the Acquisition Training Office address at: <https://acms.afpc.randolph.af.mil>.

- As the Air Force's only correspondence school, the institute supports formal training and educational programs of the Air Force, Air National Guard, and Air Force Reserve. Course listings and enrollment information may be found through the Institute's website located at the Air University's homepage.

- AFIT's Professional Continuing Education (PCE) program offers additional courses in several logistics fields. These range from general logistics management courses to specialized courses in specific functional areas. Below are some of the more popular courses.

LOG 199 (Introduction to Logistics)—This course prepares Air Force personnel for entry into logistics career fields. The course provides a core of knowledge to which subsequent formal education and training programs can be keyed for progression of the logistician. It provides a conceptual overview of Air Force logistics and its environment; including organizations, planning, integration of logistics systems, functions, principles, processes, and issues. The course is presented as a series of lectures, discussions, small group activities, and exercises. This course is offered via satellite. Typical format is 3 days per week, 4 hours per day,

for 5 weeks. Students may apply using DD Form 1556 through their base education office to AFIT.

Prerequisites: The course is open to officers in the ranks of second lieutenant through captain.

LOG 299 (Combat Logistics)—The course is designed for personnel in a logistics career field assigned to an operational logistics position at base through joint and unified commands. LOG 299 addresses the roles and responsibilities of logisticians in support of combat, peace, and humanitarian operations. The focus is on logistics at the operational and tactical levels of war. It treats logistics as a system and shows how Air Force logisticians, together with other support forces, create and sustain capability in a joint theater of operations. The course combines combat logistics history with current issues and dynamics to prepare students for future conflicts. Methods of instruction include informal lectures, guided discussions, a joint planning exercise, and a literary analysis. The course is open to first lieutenants and captains.

LOG 399 (Strategic Logistics Management)—LOG 399 is designed for personnel in all logistics career field specialties. The purpose of this course is to broaden student understanding of Air Force and joint logistics doctrine, policies, processes, programs, planning, and current and future issues. The course provides a forum for the free exchange of ideas and concepts between students, faculty, and guest speakers. The goal is to foster critical thinking and creative problem-solving to enhance each student's potential by providing an understanding of a broad, complex range of critical issues facing the Air Force and joint logistics communities. The course focuses on logistics at the strategic level. AFIT recommends students have a minimum of 5 years experience in one or more logistics specialties. The course is open to majors and lieutenant colonels, senior master sergeants, and chief master sergeants at MAJCOM level or above, and civilian personnel in the grade of GS-13 or GS-14. It is open to US personnel only and a SECRET clearance is required.

LOG 499 (Logistics Executive Development Seminar)—The objective of this seminar is to provide logistics executives an increased understanding of the interrelationship of the logistics disciplines, management systems, and values affecting organizational policy within the broader context of national policies and objectives. The seminar provides senior logistics managers the opportunity to examine policies and issues currently affecting logistics. Various topics are presented by flag rank officers, SESs, and private sector senior level managers. The seminar offers the students an opportunity to interact with these policy-makers by exchanging ideas, discussing current issues, and assessing common problems. The course is open to officers in all logistics career field specialties in the rank of colonel, colonel-select, and civilians in the grade of GS-15. Senior lieutenant colonels and GS-14s will be considered on space available basis.

ACQ101—Fundamentals of Systems Acquisition Management—

Fundamentals of Systems Acquisition Management provides an overview of the DoD systems acquisition process including the basics of system acquisition program management and the developmental life cycle of a system from inception to retirement. The course covers system concept exploration, development, production, and deployment using examples and case studies of DoD acquisition organizations, DoD resource allocation processes, ethics, contemporary issues in acquisition strategy, and details of the phases of system development. Discussions are conducted on mission area analysis, directives, procedures, documentation, and current issues. The course concludes with an acquisition strategy workshop that integrates all the course material. The course is designed for individuals who have limited experience in DoD acquisition management and will be useful to personnel in headquarters, program management and functional or support offices.

ACQ201—Intermediate Systems Acquisition—

Intermediate Systems Acquisition focuses on acquisition processes, the role of the major acquisition players, and their interactions. The course covers the systems life-cycle management process, technical and business processes, and program integration. Subject areas include: life cycle acquisition management policy and integration; technical management including systems engineering, software management, integrated logistics support, test and evaluation, and production management; and business management covering contract management, government funds management, contractor financial management, and cost and schedule control. A comprehensive exercise integrates the subject matter. Total quality management and ethics are stressed throughout the course.

LOG032—Reliability Centered Maintenance Analysis—

The objective of this course is to provide students with an understanding of the USAF Reliability Centered Maintenance (RCM) Program, to include the history, objectives, responsibilities, methods, and procedures. The course is designed for acquisition specialists responsible for developing preventive maintenance programs for new weapon systems and equipment, and for engineers and technicians responsible for updating preventive maintenance programs for fielded systems and equipment. This course familiarizes students with reliability theory and the background of the RCM Program. The principles of RCM theory and the RCM decision logic are used to determine preventive maintenance tasks. Step-by-step examples of how to conduct and document an RCM analysis on weapon systems and equipment are provided. Methods to determine preventive maintenance task intervals and perform age exploration analysis are emphasized. Students perform an RCM analysis on selected major items of equipment according to Air Force guidance. Personnel who are currently assigned or pending immediate assignment to duties of determining scheduled maintenance requirements for weapon systems and equipment are eligible to attend. Officers in the ranks of lieutenant through

major; non-commissioned officers master sergeant through chief master sergeant; and civilians GS-7 through GS-13 meet the grade requirement.

LOG101—Acquisition Logistics Fundamentals—Acquisition Logistics Fundamentals gives students the opportunity to integrate logistics support policy, support performance requirements and practices applicable to acquisition programs during the various defense systems life cycles. The course provides a broad overview of the role of acquisition logistics life cycle process, the system engineering process, and the role Integrated Logistics Support (ILS) plans and products play in these two processes. Presentations cover ILS related subjects such as life cycle costing, reliability, availability, maintainability, materiel acquisition processes, supportability analysis processes, logistics relevant test and evaluation, and technical information management. Guest lecturers will discuss real world examples of developing and executing support for DoD programs and policies.

LOG131—Industrial Maintenance Management—This course is designed to improve the management abilities of entry and mid-level managers and supervisors assigned to the Department of Defense Depot Maintenance System. Industrial maintenance management principles and analytical techniques are examined to determine how they can best be applied to enhance support of operational combat forces. The course emphasizes the use of computer-based information and reports, forecasting, and human factors present in problem analysis and decision making. Activities required to determine and manage industrial workload cost are evaluated and their interrelationships are studied. Nominees should currently be assigned as entry and mid-level managers or supervisors at depot, industrial, or rework maintenance activity. The course is open to officers in the ranks of captain and major, non-commissioned officers in the grade of E-7 through E-9, civilian personnel GS-9 through GS-12, and wage grade equivalents.

LOG262—Applied Maintenance Management Concepts—The objective of this course is to provide maintenance managers and supervisors with an array of executive skills that can be applied to the management functions that support operational units. The course exposes practitioners to the latest policies and initiatives, and challenges them to apply both theory and techniques to current management problem scenarios that confront base-level maintenance managers. Application of current concepts in management science is emphasized through seminars, informal lectures, guided discussions, case studies, exercises, and management simulations. Current topics examine excellence in the public service, group decision-making dynamics, the logistics environment, and repair cycle processes. The application of statistical concepts, statistical process control, and reliability and maintainability measures is illustrated through practical exercises. Nominees currently assigned to, pending assignment to, or working in direct support of organizational level maintenance positions have priority. Officers in ranks of second lieutenant

*Other professional
development
courses*

through major; enlisted members in ranks chief master sergeant through technical sergeant; and civilian members in grades GS-13 through GS-9, and wage grade equivalents are eligible. One year of experience at the organizational level is required for military attendees.

- These courses are offered through Air University and civilian institutions.

LOG092 - Senior Transportation Executive Development Program—

The objective of this course is to provide Senior Air Force Transportation Executives with the latest developments in national policies, management techniques, and new technologies affecting the transportation and physical distribution disciplines. Emphasis is placed on national transportation policies and their impact on Air Force transportation activities, current theories, acquisition reform, and techniques regarding human and physical resources management, state-of-the-art developments in the transportation field, and new productivity improvement initiatives. The seminar affords students opportunities to increase their understanding of both military and commercial physical distribution systems, and gain insight into the motivations and strategies employed by the commercial transportation industry. Teaching methods include discussions, workshops, case analyses, and on-site tours of transportation/distribution facilities. Lieutenant colonels and above are eligible to attend.

Advanced Transportation/Logistics Management Course—Offered by Northwestern University, this course immerses students in financial, operational, and information technology issues facing transportation/logistic executives. The intensive lectures, case studies, and peer discussions cover a wide spectrum of management issues in transportation and supply chain processes- including the applications and implications of e-commerce development. Study groups develop full case studies applying financial and logistics operational principles in a supply chain context and study performance metrics. Patterns of change in the logistics services industry are examined in terms of the future of all the players - transportation carriers, equipment suppliers, third parties, shippers - in the emerging global e-commerce economy. Course is open to Majors/GS-12s and above.

Logistics Executive Development Program—Offered by University of Tennessee College of Business, this program is designed for logistics executives and focuses on creating value for partners throughout the supply chain and integrating logistics activities and strategies with other areas. Through process orientation, this program provides a perspective on integrated logistics management that will be valuable for both users and suppliers of logistics services. The program relies on active participant involvement and includes a balance of theory and application through lectures, question/answer sessions, case studies, and small-group exercises. The program emphasizes four critical business processes:

creating customer value; supply chain logistics; strategic use of information; and systems management. Course is open to lieutenant colonels/ GS- 13 and higher.

Logistics/Distribution Management—Offered by Northwestern University, this course gives managers a thorough view of the logistics revolution and offers examples to help managers maximize opportunities and avoid the hazards of the new “e-world.” Co-sponsored by the Council of Logistics Management, the course examines the facets of physical distribution management with specific focus on seamless logistics, strategies and operations of inventory, and transportation and information technology functions in the distribution network. Featured topics include: metrics for operational and financial performance, impact of distribution on customer profitability, the convergence of logistics with e-commerce, emerging distribution models in the electronic market, real-time demonstration and analysis of an on-line exchange, out-sourcing as a competitive weapon, managing logistics in global markets. Course is open to Majors/GS-12s and above.

Managing Effective Supply Chains—Offered by the Penn State University Smeal School of Business, this course is designed to help middle managers to identify the factors involved in creating value across the supply chain. The program is designed for managers of logistics and supply chain or those in areas of critical interface with them, such as finance, information systems, manufacturing, or marketing. Through intensive lecture, the course addresses the relationship between organization strategy and the supply chain components, creating and measuring logistics value throughout the supply chain, the role of information technology in enhancing supply chain performance, and how to work effectively in alliances and partnerships. The course is open to Majors/ GS-12 and above.

Professional Military Education

Squadron Officer School

- Squadron Officer School (SOS) can be completed in-residence or through Extension Course Institute (ECI) as a correspondence course. Either way, it should be completed by the end of an officer's seventh year of commissioned service. The in-residence course lasts from 4 to 6 weeks depending on the class in which you enroll. The shorter course has additional read-ahead material to be completed prior to reporting. This allows more Air Reserve Component officers to attend in residence. The SOS goal is to broaden the student's focus on officership, the Air Force's core values, and on the Air Force as an institution in the profession of arms. SOS also lays the foundation of air and space power knowledge.

Intermediate Service Schools

- Promotion to major brings with it an opportunity to attend Intermediate Service School (ISS) in-residence. Each branch of the service has an intermediate school and attendance is open to all service members. ISS students should expect a joint-duty staff assignment, Major Command (MAJCOM), or Air Staff level position upon graduation. Those officers desiring further promotion, but not selected for school in-residence must complete PME by correspondence or by seminar.

Air Command and Staff College (ACSC)

- The Air Force's intermediate professional military education (PME) school, has the same learning objectives as the other ISSs, but with an Air Force concentration. ACSC prepares field grade officers (majors and major selects) and US civilians to assume positions of higher responsibility within the military and government arenas. Geared toward teaching the skills necessary for command, ACSC focuses on shaping and molding tomorrow's squadron commanders. The college's academic environment stimulates and encourages free expression of ideas as well as independent, analytical, and creative thinking.

A Distance Learning (DL) Program was established to provide intermediate-level professional military education via correspondence to meet the needs of our nonresident students. ACSC then implemented a seminar program to provide for the sharing of opinions, expertise, and experiences among seminar members. Technology offers opportunities to improve traditional seminar and correspondence programs.

Senior Service Schools

- Lieutenant colonels have the opportunity to vie for in-residence attendance at Senior Service School (SSS). Upon graduation, most officers are assigned to Air Staff or joint-duty billets. Like ISS, there are specific SSS within each branch of service but attendance is open to all services. The mission of the Air Force's SSS, Air War College, is to educate senior officers to lead at the strategic level in the employment of air and space forces, including joint operations, in support of national security. All of the SSSs have similar learning objectives with the concentration being in the specific branch's specialty.

Career Path Options

Logistician (Breadth)

Operational or technical training in your initial discipline is required to give you the proper depth from which to diversify into other logistics disciplines. After 4 or more years in your accessed or core Air Force Specialty Code (AFSC), you may be chosen by your logistics group commander, unit commander, or supervisor to crossflow into another logistics discipline. Or, you may crossflow through a permanent change of station (PCS). Either way, this move will get you started on the breadth of knowledge you'll need later as a senior logistician in charge of a complete logistics support structure. Once you have been approved to crossflow, you'll attend formal in-residence training through the appropriate bridge course. Two years in the new AFSC, including any mandatory formal training, is required to become fully qualified in that discipline.



Career Expert (Depth)

Aircraft Maintenance

As with any career, breadth and depth of experience are essential. According to the Air Force Personnel Center's *Career Path Guide*, "The key to a successful Air Force career involves a proper balance of operations or technical expertise, staff, and leadership experience. Building technical expertise occurs early in your logistics career, whether you desire to pursue command or senior staff opportunities. Developing technical expertise requires timely changes from one position to another in order to establish a broad base of solid operational expertise. Without this firm foundation of technical knowledge, you cannot build the remaining legs of experience. Staff billets provide an opportunity to develop the "big picture" view of the mission, and a chance to hone your decision-making skills. Increased job responsibility is key in developing areas of expertise that will enhance your decision-making and leadership skills. Opportunity to lead starts as early in your career as Officer in Charge (OIC) of a flight section. Remember that Air Force promotions are based on future potential. Success in a tough leadership role such as squadron command for majors and lieutenant colonels, or logistics or support group command for colonels, demonstrates attributes desired for senior Air Force leadership."

- The aircraft maintenance career field will give you the responsibility of supervising airmen of all ranks and experience levels. It is common to find officers leading and supervising as few as 30 technicians on their first assignment, to as many as 300 during their second and subsequent assignments. Several PCS (permanent change of station) moves are normally required for you to experience the breadth of unit aircraft maintenance opportunities to sufficient depth. When contemplating such a move, keep in mind the following:

- A change in weapon system supported—will give you a broad view of the differences in weapon system complexity, supportability, and deployability.
- A balanced approach to professional development—seek opportunities on all sides of unit-level maintenance at your current duty station.
- An overseas tour—approximately one-fourth of the maintenance billets worldwide are overseas. Short-tour overseas assignments represent prime opportunities to quickly fill gaps in your professional development, and to hone skills in a typically austere environment.
- A change in MAJCOM (Major Command-i.e. Air Combat Command (ACC), Air Mobility Command (AMC), etc.)—be mindful of the fact that experience in several different MAJCOMs will give you a broader view of the total Air Force mission and a

deeper understanding of how all the *pieces* fit together. This knowledge will lay the foundation for your future success as an Air Staff or joint staff officer.

Upon completion of your second tour in aircraft maintenance, a variety of new options become available. You have the opportunity to concentrate on building depth by leading a larger flight or branch or leading squadron maintenance activities as a maintenance supervisor (MS) or squadron maintenance officer (SMO). The MS/SMO is responsible to the squadron commander for maintenance production. The MS/SMO manages resources necessary to accomplish the mission. They provide necessary administration to manage assigned responsibilities outlined in their respective MAJCOM instructions (21-101 series). Most importantly, the MS/SMO provide guidance to subordinate supervisors for work force management.

Logistics Plans

- Depth of career in logistics plans equates to having a solid understanding of all the functions of logistics plans. Because a logistics planner could be asked to do any number of things within the same job, it becomes essential to success for a planner to learn and know as much as possible about as many logistics functions as possible. Depth of knowledge is necessary because it is not uncommon for senior logistics plans officers to be the sole planner or plans officer in an office. Even if there are more than one position in the office, it is quite common for the manning to be minimal. Every person in the office needs to be able to perform all of the functions. The experienced logistics planner could work at base, wing, numbered air force (NAF), MAJCOM, or Air Staff levels. There are billets in joint offices, as well as other Department of Defense agencies.

Supply

- The following was extracted from a document outlining the supply career field found on the HQ AFPC WWW home page:

Typically, officers are initially assigned as a [element or flight commander] within a base supply unit. Subsequent assignments are normally to another base level branch [now flight] chief job, to include fuels management positions. If an officer has not been overseas, a good time to serve in an overseas unit is during the second assignment. Supply officers have the opportunity to cross-flow to other logistics career fields to gain a broader depth of experience in logistics. At the field grade level officers have the opportunity to compete for squadron commander positions, as well as headquarters staff, Air Staff, joint, or other special duty positions.

The best source for career advice within the supply career field is AFPAM 23-113, *The Supply Officer Guide*. AFPAM 23-113 covers much of the discussion contained in this document but in much greater detail. This document can be found at the Departmental Publishing Electronic Publications WWW homepage. The address is <http://afpubs.hq.af.mil/>.

Transportation

- Studies indicate that a successful Air Force transportation career normally includes a strong technical base, solid staff experience, and challenging leadership positions. Your commander or supervisor is

available to guide and counsel you, but ultimately you must make the decisions.

When first assigned to transportation, you are expected to build depth through technical experience within the career field. Look for opportunities to gain expertise in several transportation positions at several locations and different MAJCOMs, if possible. If you spend several years assigned to a ground unit, seek opportunities in air transportation. If your first tour in transportation was at a stateside assignment, seek an assignment at an overseas location. Approximately one-third of all transportation billets worldwide are overseas. Short-tour overseas assignments represent prime opportunities to quickly fill gaps in your professional development, and to hone leadership skills. Experience in several different major commands will give you a broader view of the total Air Force mission and a deeper understanding of how all the *pieces* fit together. This knowledge will lay the foundation for your future success as an Air Staff or joint staff officer.

Upon completing your second tour in transportation, a variety of new options become available. You'll have the opportunity to concentrate on building depth by managing a larger branch or section (in either air or ground transportation). Or, you may choose to compete for a student slot at AFIT (Air Force Institute of Technology). Officers graduating from this program earn a Master's of Science in Logistics, and are assigned to advanced academic degree billets, where their newly learned analytical skills are employed. The majority of advanced academic degree billets are at the intermediate and MAJCOM staff level.

The technical foundation you build early in your career will pay great dividends as a staff officer. Staff billets above the wing level are prevalent in every major Air Force command and numerous joint service agencies (Military Traffic Management Command (MTMC), the Defense Logistics Agency (DLA), US Transportation Command (USTRANSCOM), etc.). Your attractiveness as a staff officer to a particular command will depend greatly on your experience in that command—making a background in more than one command desirable.

Promotion to major brings with it an opportunity to attend intermediate service school (ISS) in-residence. ISS students should expect either a joint duty staff assignment or MAJCOM or Air Staff level position upon graduation. Joint duty is key to our war fighting capability and the Air Force should send its brightest and best officers to joint duty to ensure the Air Force is well represented in this critical area. A joint-duty tour is a mandatory requirement for promotion to general. Officers should consider joint duty early in their field grade career so they do not limit their options when promoted to colonel. Those officers desiring further promotion, but not selected for school in-residence must complete PME by correspondence, or in seminar. Also, if your goal is to become a cross-

functional logistician (21LX) you should be looking for an opportunity to attend ALOC. For selected officers, technical expertise coupled with staff experience combine to make command material. Command billets exist at several levels. Senior captains can compete for detachment commanders, while majors and lieutenant colonels compete for transportation and aerial port command. Assignments for senior lieutenant colonel transportation officers also include opportunities to serve as deputy logistics group commanders.

After a successful leadership tour, officers competing for promotion to lieutenant colonel or colonel will also have the opportunity to vie for in-residence attendance at senior service school (SSS). Upon graduation, most of these officers are assigned to the Air Staff or joint-duty billets, and some are chosen for command at the group level.

This narrative does not suggest that all transportation officers need strive to be the next Air Staff Director of Transportation, or that there is only one ideal path to that level. However, future Air Force leaders will be those officers who demonstrate breadth and depth in their career field, show the ability to perform in high-level staff jobs, to include joint positions, and prove the ability to lead. Squadron command, joint duty, and an Air Staff tour appear to be essential building blocks for promotion to senior logistic positions. Whatever your goals, the oft-used phrase still holds true: how well you do in your current job is the most important factor in determining your future success.

Contracting

- Becoming a contracting officer takes more education, training and time than many other career fields. The first 2-years in the contracting career field are training years. In order to build the depth of knowledge required to lead a flight a contracting officer must first be a technician. At the operational level during this time you will spend time buying small dollar purchases, then administering construction and services contracts. It is common for first lieutenants to have their Level II Certification in Contracting but is not required until captain. To be a flight commander or warranted contracting officer above the simplified acquisition threshold of \$100,000 you must have Level II certification. It is common to get your first leadership position as a captain.

After completion of two tours in one contracting field it is recommended to move to another area of contracting. Your first tour is normally as an administrator to learn the job. It is as an administrator that you learn the daily tasks needed. The second one is commonly a leadership position. For instance, if you began your career in operational contracting and have worked in it as an administrator and then flight chief, it would be time to try systems level contracting or wholesale logistics. Once again you would begin administering contracts, learning how the different clauses affect administration and negotiation strategies. The differences between operational and systems contracting are vast. By switching environments

customers change from base level activities such as civil engineering and supply to being a member of an integrated product team. New statutory rules and different procedures are followed due to the changed acquisition life cycle.

All logistics disciplines seem to have a few things in common. Do well in the job you are in and gain as much experience as you can and you will succeed.



Professional Development

Organizations/Societies

NCMA NAPM NDTA AST&L LOA SOLE ESRM CLM

The National Contract Manager's Association (NCMA)

There are many professional organizations and societies that provide an avenue for logistics officers to keep in touch with current trends and with the happenings in the civilian sector.

- The NCMA is comprised of both military and civilian members. It strives to educate and train its members through an open exchange of ideas in neural forums. The NCMA offers three levels of certification, the Certified Professional Contracts Manager (CPCM), the Certified Associate Contracts Manager (CACM), and also the Simplified Acquisition Specialist (SAS) Program. If you would like additional information, please contact NCMA at:

NCMA
1912 Woodford Road
Vienna, VA 22182
(800) 344-8096
(703) 448-9231
(703) 448-0939(fax)

Or visit the NCMA website at: <http://www.ncmahq.org/>

The National Association of Purchasing Management (NAPM)

- The NAPM is dedicated to increasing the effectiveness and efficiency of cost estimating analysis and related disciplines in the public and private sector. Membership is open to all in the cost estimating, cost analysis, and related disciplines. The NAPM offers national, regional and local forums for discussion, education and training opportunities at scheduled times throughout the year. If you would like more information, please contact NAPM at.

NAPM
P.O. Box 22160
Tempe, AZ 85285-2160
(800) 888-6276

or visit the NAPM website at: <http://www.napm.org/>

The National Defense Transportation Association (NDTA)

- The NDTA is an educational, non-profit, worldwide organization, equipped to combine the transportation industry's manpower and skills with the expertise of those in government and military to achieve the mutual objective of a strong and responsive transportation capability. For more information about becoming a member, or to become a member:

National Defense Transportation Association
50 S. Pickett Street, Suite 220
Alexandria, VA 22304-7296
Phone: (703) 751-5011

*The American
Society of
Transportation and
Logistics (AST&L)*

- AST&L's objects and purposes are to establish, promote, and maintain high standards of knowledge and professional training; formulate a code of ethics for the profession; advance the professional interests of members of the organization; serve as a source of information and guidance for the fields of traffic and transportation, logistics, and physical distribution management; and serve the industry as a whole by fostering professional accomplishments. AST&L offers a certification program for members desiring to earn such credentials. After members complete the Certification Testing Program and demonstrate their comprehensive knowledge of the field of transportation and logistics, they may use the designation of CTL (Certified in Transportation and Logistics). For more information about becoming a member, or to become a member:

The American Society of Transportation and Logistics (AST&L)
320 East Water Street
Lock Haven, PA 17745-1419
Voice: (717) 748-8515
Fax: (717) 748-9118

*Logistics Officer
Association (LOA)*

- The Logistics Officer Association's purpose is to promote quality maintenance and logistics officer professional development, and to provide a forum for dialogue on leadership, management and technical matters affecting aerospace forces. For more information or membership queries:

LOA Headquarters
Logistics Officer Association
PO Box 47105
Washington, D.C. 20050-7105
(<http://www.loanational.org/>)

*Society of Logistics
Engineers (SOLE)*

- SOLE is a non-profit international professional society composed of individuals organized to enhance the art and science of logistics technology, education and management. SOLE believes that the maximum interchange of knowledge between all elements of the logistics community is vital to the continued development of the logistics profession. SOLE's Transportation/Distribution Division develops and promotes the use of logistics analyses and support to devise cost-effective solutions to current and future transportation and distribution problems. Division members apply their unique logistics skills toward continuous innovation whether applying *off-the-shelf* technology or engaging in wholly new arenas of research and development. SOLE offers a certification program for members desiring to earn such credentials. After members meet requirements to demonstrate their comprehensive knowledge of the field of logistics, they may use the designation of CPL (Certified Professional Logistician). For more information about becoming a member:

*The Educational
Society for
Resource
Management*

SOLE-The International Society of Logistics
8100 Professional Place, Suite 211
Hyattsville, MD 20785
Phone: (301) 459-8446

- Formerly known as the American Production and Inventory Control Society, APICS, has expanded to meet the needs of professionals in all areas of resource management, including inventory, materials, information systems, accounting/finance, supply chain, and all other functional areas that contribute to the overall efficiency and productivity of an organization. It is globally respected and recognized as an international, not-for-profit organization serving the manufacturing, materials management, resource management, and service industries. The society is a source of knowledge and expertise for more than 70,000 professional members representing 20,000 diverse companies worldwide. They are the leading providers of high-quality, cutting-edge programs and materials that advance organizational success in a changing, competitive marketplace and provide a clearinghouse for hundreds of business management publications and educational materials. The society is a successful developer of two internationally recognized certification programs, Certified in Production and Inventory Management (CPIM) and Certified in Integrated Resource Management (CIRM). Designed to enhance industry professionals' specialized functional and broad-based business knowledge, this organization is a source of solutions and support for members through local chapters and participation in the international conference and exhibition.

For information about APICS programs and activities, call APICS Customer Service at: (800) 444-APICS (2742) or (703) 237-8344.

*Council of Logistics
Managers (CLM)*

- The Council of Logistics Management is a not-for-profit organization of business personnel who are interested in improving their logistics management skills. The Council works in cooperation with private industry and various organizations to further the understanding and development of the logistics concept. This is accomplished through a continuing program of organized activities, research, and meetings designed to develop the theory and understanding of the logistics process, promote the art and science of managing logistics systems, and foster professional dialogue and development within the profession. For more information about becoming a member, or to become a member:

Council of Logistics Management
2805 Butterfield Road, Suite 200
Oak Brook, IL 60523
Voice: (630) 574-0985
Fax: (630) 574-0989

Suggested Reading

Basic Intermediate Advanced AFLMA In Print Out of Print Contracting Other

In addition to staying informed with what the civilian sector is doing, it is important to continue to improve and broaden leadership abilities. A very good way to do this in to keep up with your professional reading. Below are some suggested readings to expand understanding and to improve your leadership skills. Many of these books and papers are available at your local base library or through the World Wide Web.

CSAF List—Following is a list of the books recommended by the CSAF to continue an Air Force Officer's professional development. The full text of these books is available on the CSAF web site.

Basic List

The Art of War, Sun Tsu

10 Propositions Regarding Air Power, Meilinger, Philip

A Short History of Air Power, Stokesbury, James

Lincoln on Leadership, Phillips, Donald

The Right Stuff, Wolfe, Tom

Hostile Skies, Hudson, James

A Few Great Captains, Copp, DeWitt

Winged Victory, Perret, Geoffrey

Officers in Flight Suits, Sherwood, John

This Kind of War, Fehrenbach, T.R.

Thud Ridge, Broughton, Jack

We Were Soldiers Once...and Young, Moore, Harold

Heart of the Storm, Reynolds, Richard

Intermediate List

Makers of Modern Strategy, Paret, Peter

Air Power: A Centennial Appraisal, Mason, Tony

General Kenney Reports, Kenney, George C.

Deke!, Slayton, Donald

Advanced List

The First Air War, Kennett, Lee

Over Lord, Hughes, Thomas

The United States Air Force in Korea, Futrell, Robert F.

The Limits of Air Power, Clodfelter, Mark

Storm Over Iraq, Hallion, Richard

On War, Clausewitz, Carl von

Ideas and Weapons, Holley, I.B.

Flight of the Buffalo, Belasco, James and Ralph Stayer

The Sky on Fire, Fredette, Raymond

Why the Allies Won, Overy, R.J.

... the Heavens and the Earth, McDougall, Walter

Hoyt S. Vandenberg, Meilinger, Phillip

Strategy for Defeat, Sharp, Ulysses

Joint Air Operations, Winnefeld, James and Dana Johnson

Joint Military Operations, Beaumont, Roger A.

The Generals' War, Gordon, Michael and Bernard Trainor

The Air Campaign, Warden, John

Air Force Logistics Management Agency Suggested Reading List for Logisticians—The books and materials found on the list that follows provide a core for the study of military logistics. The list is designed to do two things: (1) stimulate thinking, and (2) promote professional growth. It's divided into two sections, In Print Books and Out of Print Books. All of the out of print books can be found in the Air University Library collection and other large university libraries.

In Print Books

One for All: NATO Strategy and Logistics Through the Formative Period 1949-1969, Huston, James A.

The Sinews of War: Army Logistics, 1775-1953, Huston, James A.

Out of Print Books

Guns and Butter, Powder and Rice: U.S. Army Logistics in the Korean War, Huston, James A.

Feeding Mars: Logistics in Western Warfare From the Middle Ages to the Present, Lynn, John A.

For Want of a Nail: The Impact on War of Logistics and Communications, Macksey, Kenneth

Global Cases in Logistics and Supply Chain Management, Inter Thompson.

Recurring Logistics Problems as I have Observed Them, Magruder, Carter B.

Moving Mountains: Lessons in Leadership and Logistics From the Gulf War, Pagonis, William G. and Jeffery L. Cruikshank

Communist Logistics in the Korean War, Shrader, Charles R.

The Lifeblood of War: Logistics in Armed Conflict, Thompson, Julian

The Logistics of Waging War. American Military Logistics 1774-1985, Emphasizing the Development of Airpower, Air Force Logistics Management Agency.

The Logistics of Waging War, Volume 2, US Military Logistics, 1982-1993, The End of Brute Force Logistics, Air Force Logistics Management Agency.

Logistical Excellence: It's Not Business as Usual, Bowersox, Donald J.

Reinventing the Warehouse: World Class Distribution Logistics, Harmon, Roy L.

Logistics of Liberty: American Services of Supply in the Revolutionary War and After, Huston, James A.

U.S. Naval Logistics in the Second World War, Ballentine, Duncan S.

Logistics and the Failure of the British Army in America, 1775-1783, Bowler, R. Arthur

Logistics in World War II: Final Report of the Army Service Forces

History of United States Military Logistics, 1935-1985, Peppers, Jerome G.

Contracting

Alexander the Great and the Logistics of the Macedonian Army, Engles, Donald W.

Global Logistics and Strategy, Leighton, Richard M. and Robert W. Coakley

Supplying War: Logistics from Wallenstein to Patton, Van Creveld, Martin L.

George C. Thorpe's Pure Logistics: The Science of War Preparation, Thorpe, George

- The following is a list of recommended reading or reference books for contracting officers.

Construction Contracting. Bednar, Richard J. et al.

Black's Law Dictionary, 6th Edition. Black, Henry L. and Henry Campbell Black.

Administration of Government Contracts, 3rd Edition. Cibinic, John and Ralph C. Nash

Competitive Negotiation: The Source Selection Process. Cibinic, John and Ralph C. Nash.

Cost-Reimbursement Contracting, 2nd Edition. Cibinic, John and Ralph C. Nash.

Guide to the Federal Budget Fiscal 1998. Collender, Stanley Department of Defense et al.

Federal Acquisition Regulation (FAR), 1984.

Getting Past No: Negotiating Your Way from Confrontation to Cooperation Revised Edition. Ury, William

Other suggested readings

Joint Vision 2020 – This can be found at www.dtic.mil/doctrine/

Air Force Strategic Plan – This can be found at www.xp.hq.af.mil/xpx/

Global Engagement - A Vision of the 21st Century Air Force – www.af.mil

Good References to Have

Check AF/IL Functional Homepages

AFSC 21TX Career Field Education and Training Plan (CFETP)
AFSC 21AX Career Field Education and Training Plan (CFETP)
AFSC 21GX Career Field Education and Training Plan (CFETP)
AFSC 21SX Career Field Education and Training Plan (CFETP)
AFSC 21MX Career Field Education and Training Plan (CFETP)
AFSC 64PX Career Field Education and Training Plan (CFETP)

Located at AFLMA Homepage

Transportation Managers Handbook
Transportation Wartime Planning Guide
Reception Guide for Transportation Officers
Transportation Officers Career Opportunity Guide
Transportation Combat Readiness and Resources Guide
Munitions Managers Reference Guide
Logistics Handbook for Aircraft Maintenance Managers

Located at Air Force Link Library

AFCAT 36-2223 *USAF Formal Schools*
AFDD-1, *Air Force Basic Doctrine (Document 1)*
AFDD-2, *Air Force Doctrine (Document 2)*
AFDD-40, *Logistics (Air Force Doctrine Document 40)*
AFI 21-101, *Maintenance Management of Aircraft*
AFI 36-2111, *The Air Force Logistics Career Broadening Program*
AFI 36-2301, *Professional Military Education*
AFI 36-2302, *Professional Development*
AFI 36-2611, *Officer Professional Development*
AFMAN 36-2105, *Officer Classification - Attachment 6 (Logistics)*
AFMAN 36-2203, *Drill and Ceremonies*

Websites

Functional Training Websites

Aircraft Maintenance	
Aircraft Maintenance Officer Course (AMOC)	http://webi.sheppard.af.mil/362trs/amoc/main.html
Nuclear Maintenance Officer Course (NMOC)	http://webi.sheppard.af.mil/362trs/amoc/main.html
Aircraft Maintenance Officer Course (Bridge)	http://webi.sheppard.af.mil/362trs/amoc/main.html
Specialized Course (SC) 021A1	http://www.maxwell.af.mil/au/afiadl/curriculum/catalog/cattoc_fr.htm
Company Grade Accelerated Course	http://webi.sheppard.af.mil/362trs/amoc/main.html
Field Grade Accelerated Course	http://webi.sheppard.af.mil/362trs/amoc/main.html
Aircraft Mishap Investigation Course (AMIC)	http://www.afsc.saia.af.mil/AFSC/RDBMS/Training/amic.htm
Jet Engine Mishap Investigation Course (JEMIC)	http://webi.sheppard.af.mil/361trs/Props/fm-361RJ.htm#Mishap
ACC Flightline Maintenance Officer Course	http://www.hill.af.mil/acc/officers.htm
ACC Maintenance Training Management Course	http://www.hill.af.mil/acc/y140020.htm
AMC Maintenance Officers Course	http://www.amwc.af.mil/wco/wcol/
Depot Maintenance Inter-Service Support Agreement Course (DMISA)	http://www.jdmag.wpafb.af.mil/dmisa.htm
Logistics Plans	
Logistics Plans Officers Course	www.lackland.af.mil/345trs/345_sup/21g1000.htm
Contingency Wartime Planning Course (CWPC)	http://www.cadre.maxwell.af.mil/warfarestudies/cwpc/index.htm
GCCS User Introduction Course	http://www.keesler.af.mil/333trs/courses.htm
Joint Special Operations Air Component Course (JSOAC)	http://www.hurlburt.af.mil/usafsos/courses/jsoac/index.html
Army Logistics Introductory Course	http://www.almc.army.mil/LEDD/ALMC-AX/index.asp
Joint Doctrine Air Campaign Course (JDACC)	http://www.cadre.maxwell.af.mil/warfarestudies/jdacc/jdacc.htm
Defense Regional Inter-Service Support Course	http://www.almc.army.mil/LEDD/ALMC-RS/index.asp

Munitions and Missile Maintenance	
Missile Maintenance Officer Course	http://www.vandenberg.af.mil/organizations/associate_units/381trg/532web/index.htm
Space Launch Missile Maintenance Course	http://www.vandenberg.af.mil/organizations/associate_units/381trg/532web/index.htm
Supply	
Supply Operations Officer Course	http://www.lackland.af.mil/345trs/345_sup/21s1004.htm
Supply Operations Officer Course (Bridge)	http://www.lackland.af.mil/345trs/345_sup/21s1000.htm
Supply Operations Officer Course, ARF-Phase I	http://www.lackland.af.mil/345trs/345_sup/21s1005.htm
Supply Operations Officer Course, ARF-Phase II	http://www.lackland.af.mil/345trs/345_sup/21s1006.htm
Advanced Supply Management Course	http://www.lackland.af.mil/345trs/345_sup/21s3000.htm
Contracting	
Fundamentals of Contracting	http://www.dau.mil/
Fundamentals of Contract Pricing	http://www.dau.mil/
Intermediate Contracting	http://www.dau.mil/
Intermediate Contract Pricing	http://www.dau.mil/
Government Contract Law	http://www.dau.mil/
Overhead Management of Defense Contracts	http://www.dau.mil/
Cost Accounting Standards Workshop	http://www.dau.mil/
Contingency Contracting	http://www.dau.mil/
Advanced Contract Pricing	http://www.dau.mil/
Contractual Aspects of Value Engineering	http://www.dau.mil/
Simplified Acquisition Procedures	http://www.dau.mil/
Information Technology Contracting	http://www.dau.mil/
Architect-Engineer Contracting	http://www.dau.mil/
Construction Contracting	http://www.dau.mil/
Executive Contracting	http://www.dau.mil/
Management for Contracting Supervisors	http://www.dau.mil/

Transportation		
	Basic Transportation Officers Course	http://www.lackland.af.mil/345trans
	Transportation Officers Course (Bridge)	http://www.lackland.af.mil/345trans/
	Transportation Combat Readiness and Resources Course	http://www.lackland.af.mil/345trans/
	Air Mobility Operations Course	http://www.amwc.af.mil/wcd/catalog/ops_amoc.htm
	Air Transportation Managers Course	http://www.amwc.af.mil/wcd/catalog/ops_atmc.htm
	Aerial Port Operations Course	http://www.amwc.af.mil/wcd/catalog/ops_apocc.htm
	AMC Affiliation Program Airlift Planners' Course	http://amc.scott.af.mil/do/doo/doom/affil/affil.htm
	GTN Users' Course	https://www.gtn.transcom.mil/
	Introduction to Transportation Management (USN Supply Corps School)	http://academics.nscs.com/academics/training/ShoreTraining/intro_to_trans_mgmt.htm
Logistician		
	Advanced Logistics Officer Course (ALOC)	www.lackland.af.mil/345trs/345_aloc/345_aloc.htm

Professional Continuing Education Websites

AFIT In-residence	http://www.afit.af.mil/
AFIT at Civilian Institution	
Graduate/Post Graduate Degrees	http://ci.afit.af.mil/
Instructor Programs	http://ci.afit.af.mil/
Educational Delay Program	http://ci.afit.af.mil/
Education With Industry (EWI)	http://ci.afit.af.mil/
The Industrial Development Education in Acquisition (IDEA) Program	http://ci.afit.af.mil/
The STREAMLINE Program	http://ci.afit.af.mil/
Air Force Special Professional Continuing Education Program	http://ci.afit.af.mil/
Local Graduate Programs	
Tuition Assistance (TA)	http://afpubs.hq.af.mil/
Montgomery GI Bill	http://www.gibill.va.gov/
Acquisition Professional Development Program	http://www.safaq.hq.af.mil/acq_workf/training/apdp.html
Air Force Institute for Advanced Distributed Learning	http://www.maxwell.af.mil/au/afiadl/
Additional Professional Education	
LOG 199 Introduction to Logistics	http://ls.afit.af.mil/
LOG 299 Combat Logistics	http://ls.afit.af.mil/
LOG 399 Strategic Logistics Management	http://ls.afit.af.mil/
LOG 499 Logistics Executive Development Seminar	http://ls.afit.af.mil/
ACQ101 Fundamentals of Systems Acquisition Management	http://ls.afit.af.mil/
ACQ201 Intermediate Systems Acquisition	http://ls.afit.af.mil/
LOG032 Reliability Centered Maintenance Analysis	http://ls.afit.af.mil/
LOG101 Acquisition Logistics Fundamentals	http://ls.afit.af.mil/
LOG131 Industrial Maintenance Management	http://ls.afit.af.mil/
LOG262 Applied Maintenance Management Concepts	http://ls.afit.af.mil/
LOG092 Senior Transportation Executive Development Program	http://ls.afit.af.mil/

Professional Military Education Websites

Aerospace Basic Course (ABC)	http://www.au.af.mil/au/asbc/
Squadron Officer School (SOS)	http://www.au.af.mil/au/sos/
Intermediate Service School (ISS)	
Air Command and Staff College (ACSC)	http://www.acsc.au.af.mil/
Distance Learning Program	http://www.acsc.au.af.mil/
Army General Staff College	http://www-cgsc.army.mil/
College of Naval Command and Staff	http://www.nwc.navy.mil/academics/colleges/cncs.htm
Senior Service School (SSS)	
Air War College (AWC)	http://www.au.af.mil/au/awc/awchome.htm
Army War College (USAWC)	http://carlisle-www.army.mil/
Naval War College (NWC)	http://www.nwc.navy.mil/

Additional Websites

Acquisition Professional Development Guide	http://www.safaq.hq.af.mil/acq_work/apdp/
Aircraft Maintenance Homepage	http://www.il.hq.af.mil/ilm/index.html
Air Force Acquisition Homepage	http://www.safaq.hq.af.mil/
Air Force Acquisition Training Office	http://www.safaq.hq.af.mil/acq_work/training/
Air Force Contracting Homepage	http://www.safaq.hq.af.mil/contracting/
Air Force Institute of Technology Homepage	http://www.afit.af.mil/
Air Force Logistics Management Agency Homepage	http://www.il.hq.af.mil/aflma/index.shtml
Air Force Personnel Center	http://www.afpc.randolph.af.mil/
Air Force Publications Index	http://afpubs.hq.af.mil/
Air Force Transportation Page	http://www.il.hq.af.mil/ilt
Assignments Homepage	http://afas.afpc.randolph.af.mil/afas/afas-main.htm
AST&L	http://www.astl.org
Battlelabs homepage	http://www.xo.hq.af.mil/afbattlelab/
CLM	http://www.clm1.org
Defense Acquisition University Homepage	http://www.dau.mil/
Federal Acquisition Jumpstation	http://nais.nasa.gov/fedproc/home.html
Federal Acquisition Regulation on-line	http://farsite.hill.af.mil/
LOA Homepage	http://www.loanational.org/
Munitions CD-ROM	http://halfway.peterson.af.mil/ammo/start_here.html
National Association of Purchasing Managers	http://www.napm.org/
National Contract Management Association	http://www.ncmahq.org/
NDTA	http://ndtahq.com/
Officer Career Path Guide	http://afas.afpc.randolph.af.mil/ofcr-cpguide/
SOLE	http://www.sole.org
TRANSFORMER	http://jppso-sat.randolph.af.mil/transformer/default.htm
Volpe Center links of interest to transporters	http://www.volpe.dot.gov/infosrc/links.html



AFLMA

<http://www.il.hq.af.mil/aflma/index.shtml>

REPORT DOCUMENTATION PAGE

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14. ABSTRACT The purpose of this handbook is to provide officers and officer candidates with education, training, and career opportunities available throughout a career in logistics. This document touches on the alternatives available for an individual striving to become a career logistician. This document is not intended to specify a career path that leads to guaranteed success. The source material for this handbook is primarily Air Force Instructions (AFIs), Manuals, Pamphlets, Catalogs, and Career Field Education and Training Plans (CFETP). An entire section of this handbook is dedicated to listing and describing publications. The final section of this handbook is dedicated to identifying the WWW sites. The Officer Career Path Guide on the Air Force Personnel Center's (AFPC) Web Page, provides good information for establishing personal and professional goals, as well as explaining the value of a good technical foundation. It states, The key to a successful Air Force career involves a proper balance of operations or technical expertise, staff, and leadership experience. A solid foundation in these areas will pay high dividends in the future. The proper balance of operational, staff, and leadership experience is different for each individual, and ultimately, your career path is based on needs of the Air Force, your personal goals, your individual initiative, and timing. The next section discusses the career options available to aid you in becoming an expert in your core discipline; the first step to becoming a successful career logistician. The Air Force is currently conducting the Chief of Staff's Logistics Review (CLR). The purpose of the review is to improve our Expeditionary Aerospace Force (EAF) combat readiness. It is focusing on four areas: enlisted technical training and officer development, material management, contingency planning, and sortie production/fleet management. Any changes implemented as a result of the CLR will be reflected in updated versions of the Logistics Officer Handbook.					
15. SUBJECT TERMS logistics, officer, transportation, maintenance, logistics plans, supply, contracting, professional development, continuing education, career path					
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Logistics officer's Handbook

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DEPARTMENT OF DEFENSE



Air Force Logistics Management Agency